

TWENTY CENTS

APRIL 4, 1931
APR 7 1931

Sales Management

The Weekly Magazine for Marketing Executives



Walter H. Beech

President, Curtiss-Wright Airplane Company, St. Louis and Wichita

Curtiss-Wright Builds Its Line
to Dealer "Specifications"



Does a One-Price Policy
Really Pay?

ROY W. HOWARD

**Chairman of the Board
Scripps-Howard Newspapers**

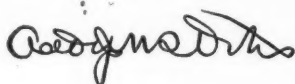
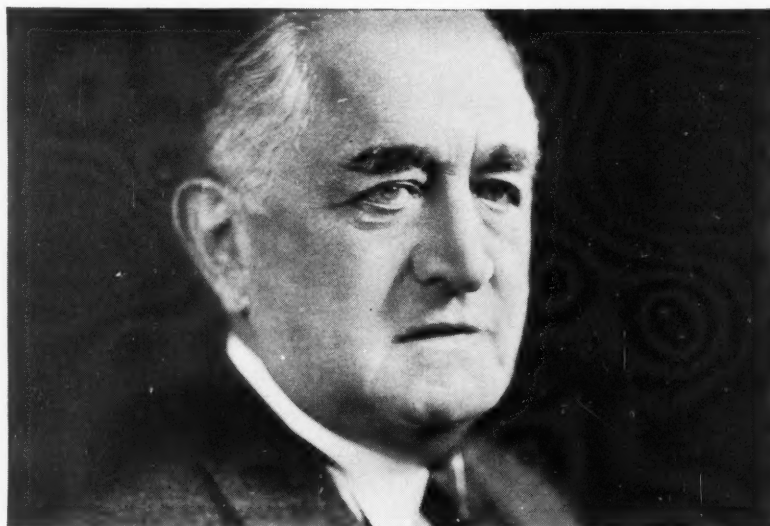
● "The twenty-five Scripps-Howard newspapers are members of the Audit Bureau of Circulations because of their high regard for the Bureau's integrity and efficiency. The A. B. C. has provided the advertiser and his agent with the yardstick for intelligent buying of advertising space. The almost all inclusive membership in the Bureau is a tribute to the high standards of honesty prevailing in the publishing business."




ADOLPH S. OCHS

**Publisher
The New York Times**

● "The ABC of circulation is good—essential—as far as it goes; but there are twenty-three more letters in the alphabet of advertising, and knowledge of their application is also essential for the intelligent use of A. B. C. reports. 'All is not gold that glisteneth.' A printing press and a sheet of paper are not all that is necessary to make a newspaper, nor is the number of circulated copies the only information necessary to measure the value of newspaper space."

AS one of the leaders in American journalism puts it, "—nor is the number of circulated copies the only information necessary to measure the value of newspaper space."

An A. B. C. report is full of other information quite as important to the advertiser as the number of copies of the publication distributed. Men whose business it is to buy space should read every page of an A. B. C. report, for therein they will find answers to every question an advertiser wants answered. Only thus can

they judge whether or not the publication will meet the requirements demanded.

Advertisers, publishers and agencies are working to give the advertiser—for whom the service is planned—this only complete, accurate knowledge about a publication's circulation. The maintenance of the organization which makes these facts available is vital to every advertiser. To help support it costs each an insignificant sum as compared with what it saves each advertiser yearly.

Those publishers who have given freely verified circulation information should be encouraged to continue this most valuable contribution to advertising.

The advertisers in the United States and Canada, having profited by this action on the part of publishers, should give their support to the A. B. C. by becoming members and taking an active interest in its work.

Complete information regarding membership may be had upon request.



**An advertisement by the
AUDIT BUREAU OF CIRCULATIONS**

Executive Offices • • • Chicago



FREE

the finest book on this subject you have ever seen!

THE difference between catalogs that merely present products for the prospects' consideration and *catalogs that are salesmen in themselves* is strikingly conveyed in this booklet "Catalogs that Sell".

Remington Rand will mail a copy with its compliments to any business executive, confident that he will find within its pages a wealth of new ideas for increasing sales in 1931 . . . Simply clip the coupon and mail it immediately.

Systems Division

Remington Rand
BUSINESS SERVICE
BUFFALO, NEW YORK

REMINGTON RAND BUSINESS SERVICE Inc.,
Buffalo, N. Y.

Send me my copy of "Catalogs that Sell".

Name _____ Firm _____

Address _____

SM-4

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price, \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXVI. No. 1.

In this great market a new leader of the country's six-day media

In the fastest growing, most rapidly developing market in the country, to establish the standard of comparison seems a natural sequence.

Yet, to attain such a compelling position a medium must offer its advertisers certain fundamental qualities. It must offer greatest coverage of the field . . . it must give thorough contact with that market . . . it must have access to homes of wealth as well as those of moderate or ordinary circumstances . . . its circulation must be home delivered, true, honest—built upon merit alone and not stimulated periodically by contests, club offers and such . . . it must enjoy the explicit confidence and undiluted faith of its readers—a reader interest built, not imagined, by years of sound journalism. In short, it must be the preferred medium of the market it serves.

That is why the NEWARK EVENING NEWS is the greatest sales influence in the great Newark market and the leader of the country's six-day advertising media.

Invade this proved market now and let your sales grow with it. Concentrate more effort in its dominant medium.

Newark Evening News

EUGENE W. FARRELL
Business & Advertising Mgr.
215-221 Market Street
Newark, New Jersey
O'MARA & ORMSBEE
General Representatives
New York Chicago Detroit
Los Angeles San Francisco

Survey of Surveys

BY WALTER MANN

How the South Does Carry On!

Paradoxically reminiscent of (was it?) Lincoln's Gettysburg speech is the opening of a Memphis appeal for national advertising in a handsomely printed brochure.

"Three score and eight years ago, tragedy stalked through the Southland, leaving charred ruins, pestilence and poverty. But strong hearts 'carried on'—that sons and daughters of the beloved South might be preserved for posterity the heritage of a (an) heroic race!

"Little by little, brawn and skill lifted a devastated region from a pyre that had been set to forever retard progress and prevent prosperity. But the South (says the brochure) carried on."

Long on romance and short on diplomacy is this introduction to "Memphis and the Mid-South Empire"—a book deserving of much more credit than this flowery essay will earn for it.

Kenneth Goode says that there are two kinds of advertising: those who wish to influence certain people to buy their goods and those who look upon advertising as a gratifying means of self-expression.

The preface of this "Memphis and the Mid-South Empire" reads like the latter. But prefaces are, thank heaven, usually short—even if not always pleasant—and this one, praise be to the Lawd, is no exception.

First, we have a record of the *Appeal* papers* circulation for the past thirty years and then we get down to real brass tacks with some interesting facts and figures about the mid-south empire, i.e., Alabama, Arkansas, Kentucky, Mississippi and Tennessee (\$1,991,569,224 in manufactured products, \$288,210,000 in mineral products, and \$1,457,058,000 in agricultural products, or a total production for the empire of \$3,736,837,224—we assume as of 1930; the report itself does not say.)

Next come most interesting pictures (apparently unretouched photographs) showing the good roads, the manufacturing, the timber and lumber, the commercial truck and fruit growing, the dairy farming, the transportation and public utilities, banking and finance, schools and colleges, cotton and cotton seed products, home life, farm life and construction, in the "mid-south empire."

The center spread contains a county map which shows Memphis proper, the Memphis trading area, fifteen years ago and today, and finally the mid-south empire's territory as they see it today.

Unfortunately here we find a discrepancy. You will recall that Alabama was listed earlier as a mid-south empire state. This map does not show it to be in that empire at all. It is followed by the A.B.C.'s and the 100,000 Group of American Cities' respective conceptions of the Memphis trade territory.

But the book does not really hit its stride until it comes to Part 3—i.e., the

part about Memphis itself. From there on it fairly bristles with statistics for the forty-four counties which go to make up the "empire." For instance, for Crockett County in Tennessee are shown the per cent of white vs. the per cent of Negro population, the number of homes, the number of miles of hard-surfaced roads, the number of automobiles, the number of schools and colleges, the number of students, the value of farm products, the value of industrial products and the largest industries in that particular county, etc.

Directly following, we have the newspaper coverage as reflected by the *Appeal* papers. A final section shows the details of the *Appeal* papers' radio station, WMC.

Under the heading of "Acknowledgments" we find a list of the sources for the statistical information so freely supplied throughout the brochure, and a pocket on the inside back cover containing a not-too-understandable insert illustrating the shacks that the colored people are said to live in, inferentially suggesting that you *don't* get circulation of this type in the *Appeal* papers, also a wholly understandable set of lineage and circulation figures, commendably put in a separate booklet.

This is a book which should be in the files of every advertiser and agency whose products sell in the south. All in all, a book over which the *Appeal* papers—the Lake-Dunham-Spiro-Cohn agency (also of Memphis) and Maury Weisiger, the *Appeal's* advertising manager, can be particularly proud. But the emotional genius who wrote the sad preface about the devastated south should go and stand with his face in the corner for five minutes, as an object lesson for other southerners who can't forget the stark tragedy of the 1860's.

Available direct from Maury Weisiger, the *Commercial Appeal*, Memphis, Tennessee.

Thumbnail Reviews

Distribution of Dry Goods in the Gulf Southwest (Domestic Commerce Series No. 43). A study of the operations and methods of dry goods merchandising in the states of Arkansas, Louisiana, Mississippi, Missouri, Oklahoma, Texas and parts of Tennessee. Covers wholesale, retail and chain-store distribution. Government Printing Office, Washington, D. C. Thirty-five cents. 170 pages.

Advertising Campaigns, by Bernard Lichtenberg and Bruce Barton. This text discusses in detail the present-day attitude of advertising men toward advertising and the emphasis they put upon the planning phases of their work. The purpose of the book is to set forth in clear and non-technical language the fundamental principles of campaign planning and advertising technique. Alexander Hamilton Institute, 73 Astor Place, New York. 359 pages.†

†This is a section of the Institute's course and is not sold separately.

* The *Commercial Appeal*; *Memphis Evening Appeal*.

Sales Management

Publication Office:
420 Lexington Ave.
New York. Phone
M o h a w k 4-1760



Business concerns and business men are proving to be an ever-growing market for airplanes. Curtiss-Wright is capitalizing on this by providing their dealers this year with a book of letters from prominent firms—among them Continental Oil—telling how air-travel has saved them much time and money. (See page 14).

CURTISS-WRIGHT'S plan for getting dealers to help plan the new models of airplanes is explained in detail in this issue in an interview with Walter H. Beech, president of that firm. Page 14.

NEXT week: an unusually interesting article by H. K. Dugdale, vice-president, Van Sant, Dugdale & Corner, on "The Human Side of Selling."

IT'S seldom that the retail trade hooks onto a dealer help plan the way they did in the case of the new Astring-O-Sol display introduced by Frederick Stearns & Company. The "why" of the success of this idea is explained by W. E. Bomar, sales manager, on page 12.

READERS are reminded that SALES MANAGEMENT is now printing a weekly report of the very latest news from Washington which has a bearing on sales and distribution activities. Much of the material given to you in this report is exclusive. Best of all, it is terse and to-the-point, to enable you to read it rapidly. This week "Government in Business" appears on page 25.

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RAYMOND BILL, President; PHILIP SALISBURY, Vice-President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice-Presidents; M. V. REED, Eastern Advertising Manager; R. E. SMALLWOOD, Circulation Manager. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue.



WHEN looking for ways to reduce non-productive expense don't neglect the important item of mail shipping.

Mason Modern Mailers are the scientific reply to proper postal shipping demands. They eliminate packing operations, save time and materials, protect merchandise and insure delivery in good, attractive condition. There is a type for almost every practical need.

Write our packaging counsellor. He will gladly study your needs without obligation and suggest the right solution to your mail packaging problem.

... Send for catalog
and samples

MASON
MODERN
MAILERS

Main Office, Attleboro Falls, Massachusetts
New York Office, 175 Fifth Avenue

Tips

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Markets and Media

Reaching the Suburbs of New York. That rapidly growing portion of the population spreading suburbward has long been recognized as a precious slice for a newspaper to be able to claim to dominate, but because so many suburban dwellers buy their newspapers in town, it has been difficult definitely to establish any claims. The New York Sun, therefore, had scouts mingle with the commuters on eight railroad lines and 284 trains, to determine which newspapers were read by the residents of the outlying communities. The results of the survey, made prior to the World-Telegram merger, are given in this booklet. From it you can learn the favorite evening newspaper of the commuter to each of the towns in Long Island, Westchester, Connecticut and New Jersey. It is a helpful piece of analysis for the man concerned with the problem of spot distribution.

One Hundred Heads and Two Hundred Legs. Sounds like a promotion piece from the zoo, all about a cunning little centipedal hydra, perhaps, but it's just the extremities of the survey field staff of the Boone Organization—all of them cerebrating and perambulating to gather market facts for the merchandiser. The purpose of the booklet is to demonstrate the calibre of the statistics and data which the Boone Organization puts at your disposal. To this end they have reproduced their trading area map of Syracuse, as well as a specimen page from their sales breakdown of the Syracuse market. On this page is given population, total of independent grocers and drug stores, chain grocers and drug stores, department stores and retail outlets in a dozen other lines. From the booklet we learn that similar surveys of ten other cities are available free from the Boone organization.

Newspaper and Market Analysis of San Francisco and Northern California. An analysis made by the San Francisco Call-Bulletin of how best to cultivate this market, the financial, in-

dustrial and shipping center of the Pacific Coast, the second seaport in America and the third financial center in the United States. Diagrams show the status of advertising lineage enjoyed by each of the San Francisco newspapers in the fields of retail display, general display, department store, apparel, grocery, automotive, etc. Describes special editorial features, merchandising service, radio broadcasting and color advertising. Maps are provided of the San Francisco and Oakland trading areas, accompanied by tabulations and charts of the market factors obtaining there. There is also a large map in color of northern California defined in market areas.

Direct Mail

Letterheads that Sell for You. A folder of distinctive tinted papers with suggested letterhead designs repeated in envelopes, invoices and statements. Contains an interesting story of the experience of the Economy Engineering Company of Chicago in using colored and plain letterheads in large mailings.

Packaging

Artcote Luxurious and Dependable Papers. A stunning collection of Artcote samples showing how such firms as Daggett & Ramsdell, Helena Rubinstein, Brighton Garters & Belts, and others employ Artcote gold and silver papers for effective packaging, embossed seals and printed matter.

Sales Films

Turning Prospects Into Gold. A handsome goldleaf-covered booklet in which the Visual Demonstration System shows what visual demonstration is, what it does and how it is used. Illustrates the types of demonstrators obtainable for a variety of purposes, including the pocket model and the automatic demonstrator, and follows with a description of the complete merchandising service which accompanies the purchase of every one of their machines.

Significant Trends

• • • Some of the largest retail distributors had sales in March which even on the dollar basis were close to those of the preceding March. Sales in April may make a less favorable showing because last year Easter was a fortnight later. It is hoped, however, that the spring impulse and better feeling this year will keep up the selling momentum.

• • • The average price of commodities receded again last week after a three-week pause, the Irving Fisher index number dropping from 76.0 to 75.6.

• • • General Foods sales in the first two months of the year reflect gradual improvement of business, according to a statement published this week by President Chester.

• • • Railroad freight shipments for the second quarter of this year are estimated at 7,029,231 cars by the Shippers' Regional Advisory Boards, 460,775, 7 per cent, more than the estimate for the first quarter, but 5.8 per cent less than shipments in the same period of 1930.

• • • Announcement this week of action by the Department of Justice to dissolve the Sugar Institute as a violator of the Sherman anti-trust law came out simultaneously with an abstract of Federal Trade Commission rules defining unfair trade practices.

• • • These rules forbid: secret payment or allowance of rebates, refunds, commissions or unearned discounts calculated to injure competition or create a monopoly; discrimination in prices except as provided in the Clayton act; maliciously to induce breaches of contract; selling of goods below cost to injure competition; bribery of buyers; defamation of character; malicious seduction of competitors' employees; shipments not up to sample; and deceptive advertising.

• • • World gold output in February is estimated at 1,617,279 fine ounces, about 4 per cent more than in February, 1930. For the first two months of the year the gain over both 1930 and 1929 was 5 per cent. This is one of the comparatively few phases of the year that is universally welcomed because of its bearing on commodity prices.

• • • Industrial companies to the number of 1,174 earned \$1,692,096,001 in 1930, 41 per cent less than in 1929, according to Standard Statistics.

• • • Kroger Grocery & Baking announces its intention to establish grocery departments in Sears, Roebuck stores in Kansas City, Memphis and Indianapolis. Detroit is also under consideration. The announcement says success of similar departments in Chicago and Cincinnati encourages this expansion.

• • • The sales law proposal in North Carolina now before the legislature of that state was strongly opposed last week on the floor of the house by Governor Gardner.

• • • In explanation of the recent 20 per cent price concession for its product, Canada Dry Ginger Ale announces completion of its three-year plant expansion program increasing productive capacity tenfold from the present volume of 90,000,000 bottles and so effecting savings which can be passed on to the public.

• • • Florsheim has cut the price of its product—fine shoes—\$1.00 a pair.

• • • Western Union Telegraph's gross revenues dropped last year from \$145,667,195 in 1929 to \$130,581,857. Compared with the revenues of 1927 the loss was about one million and a quarter.

• • • Sears, Roebuck sales in the four weeks ended March 26 amounted to \$23,452,767, 6.8 per cent less than in the corresponding period of the year before.

• • • The decline in demand for copper is strikingly reflected in Phelps Dodge's income statement for 1930: net profit before depletion, \$515,173 compared with \$9,601,212 in 1929.

• • • McKesson & Robbins in 1930 earned \$2,629,196 (ninety-six cents a share on common) compared with \$4,014,408 (\$2.65 a share) in 1929. Sales of \$134,865,440 were off 6.8 per cent.

• • • Gillette Safety Razor's profit in 1930, including AutoStrop's, was \$8,782,499 (\$3.61 a share) compared with \$11,427,132 (\$4.91 a share) in 1929.

• • • Sales of R. H. Macy (excluding Toledo and Augusta branches) in 1930 were \$135,002,877, \$800 less than the year before; net earnings were \$7,130,303 compared with \$9,366,325.

• • • The automotive industry has twice the plant capacity necessary for present output, according to current estimates, and considerably more than was required for the bumper production of 1929.

• • • New England's buying power is put at 22.5 per cent above the national average by James P. Phelan, chairman of the Massachusetts Emergency Committee on Employment. He arrives at this conclusion from the premises that New England's "sales opportunity" is 8.16 per cent of the country's and its population 6.66 per cent.

• • • Automobile registration figures for all the states and the District of Columbia for February numbered 124,576, 6.9 per cent less than in February, 1930. Chevrolet's share of the total was 37,781, Ford's 36,546. In the preceding February Chevrolet had 45,421 and Ford 75,285.

• • • Production of motor vehicles in March is estimated by the National Automobile Chamber of Commerce at 187,848, exclusive of Fords, a gain over February's output of 26 per cent, considerably more than the seasonal increase. Ford's production is put at 100,000, a gain over February of about 25 per cent. Most companies report larger current shipments than last year.

• • • Hahn Department Stores reported a net profit for 1930 of \$2,515,844 on sales of \$104,996,578. In 1929 net income was \$4,090,060 on sales of \$112,323,306.

• • • William Wrigley, Jr., announced this week its purpose to devote all the money received from sales of its chewing gum in the south from April 1 to December 1 to purchases of cotton at twelve cents a pound. The estimated sum, \$10,000,000, according to Mr. Wrigley, is "to be left in the south in the south's own coin—cotton."



Photograph of Mr. Wilkins by Blank-Stoller, Inc.

Many a business failure dates back to the time when the company tripped on the stumbling block of competitive prices, and began to lop and trim and snip under some fancy "advertising allowance" or "special discount" scheme. Here's one local concern that sells rings around big competition in its own particular field because it has a one-price policy and believes in sticking to it.

Does a One-Price Policy Really Pay?

Based on an interview by James True with

JOHN H. WILKINS

President, John H. Wilkins Company, Inc., Washington, D. C.

IN the District of Columbia more than 33 per cent of the families use Wilkins' coffee, and in the better neighborhoods the consumption runs as high as 48 per cent. It is safe to say that no other brand of coffee is so popular in and around Washington, and behind its distribution is a policy of merchandising that is unique in its simplicity. The company sells more than 2,500 retail stores in its immediate territory, including all chains, and its success offers a typical illustration of how a local manufacturer can build a large and profitable business regardless of competition and other apparently serious obstacles.

For many years John H. Wilkins

Company, Inc., had engaged in the wholesaling of groceries and hotel supplies, including coffee. Early in 1924, because of the rapidly changing conditions in food distribution, the company decided to close out the wholesale stocks and devote its effort in the future to the packing and distribution of coffees and tea. At that time the business on "Wilkins' Coffee" was comparatively small; but the volume has doubled and doubled again to amazing proportions, and 1930 showed a gain of more than 25 per cent over the volume of the year before.

Recently, when John H. Wilkins, president of the company, was interviewed, he first expressed the con-

viction that, given merchandise of adequate quality, success depends absolutely on the soundness of selling policy. "When we changed our business six years ago," he said, "we formulated a policy that we have not changed in any basic detail. It is the backbone of our business, and I am convinced that no manufacturing concern, regardless of its size, can be any stronger than the soundness of its merchandising policy."

"We have three safeguards to our volume in three departments of our business. In the smaller towns of seven states we have built up a business mainly on our cheaper brands of coffee; we also do a large volume on our special coffees for hotels and res-

taurants; but our principal volume, around which our entire business is built, is our Wilkins' Brand, which we advertise extensively. We also put up a few private brands of coffee and a brand of tea, but our business on them is nominal.

"When we dropped wholesaling we determined to develop a large volume on the highest grade of coffee possible at a medium price. Wilkins' coffee is now retailing at thirty-three cents a pound. Cheaper brands are selling as low as twenty cents or a little less, while higher prices range up to about fifty cents. We experimented until we found a blend that would suit the taste of the cosmopolitan population of Washington, and when we found it we priced it on a narrow margin and began an intensive campaign of merchandising that we are still developing.

Goods Profitable to All

"As a local manufacturer we thought it necessary to throw in our lot with the independents, and I am frank to say that when we made the change we had no thought of selling the chains; but we have since sold them a great deal of Wilkins' coffee and our relations have been entirely satisfactory. At the outset we determined to give the retailers a profitable piece of goods. We changed our business from credit to cash only, and began organizing a system of sale and delivery by trucks. The cash policy lost a few accounts; but we soon convinced the great majority of the retailers in our territory that the saving is a worth-while advantage to them. Our merchandising policy assures a profitable margin to the retailer, and our system of sales and delivery gives him about fifty turnovers a year.

"The first factor of our policy is to make our goods profitable to everyone who handles them. And we begin with our own salesmen. They are well trained and well paid. Their regular earnings are at least \$10.00 above the weekly average, and we encourage them to earn more with a bonus plan. They are not inclined to overload dealers because they see their trade every week, and their effort is to encourage their customers to sell more through featuring and recommending the brand.

"Our salesmen are taught to emphasize the popularity of the brand and its assured profit to the retailer. We will not sell a price-cutter, regardless of his size or the amount of business he offers. We have established and maintained our brand as a profit item, not as a loss leader.

"Several years ago one of the na-

tional chains sent a representative to see us about handling our coffee locally. We outlined our merchandising policy to him, and he agreed to sell our goods accordingly. Then another chain put in our brand and we have been selling practically all of the national and voluntary chains in Washington for some time.

"According to our experience and observation, the matter of price-cutting depends almost entirely on the manufacturer's merchandising policy. A special concession in price that is not balanced by an equal cost of service is reflected in the retail price, and inevitably results in price-cutting. Concessions are also unfair and therefore, according to our reasoning, uneconomic.

"All of our customers are on the same price basis. We deliver to the independent stores at the time of sale; but the chains, both voluntary and national, make their own deliveries. For this service we make an allowance, crediting the chains for our cost of delivery only, since they must defray this cost. This is the only allowance we make, and we grant no concessions to any buyer for any reason.

Two Cases of Price-Cutting

"We have had but two experiences with price-cutting on the part of chains. One was the result of a typographical error and was promptly corrected. The other we look upon as a test of our policy by the chain management. Our goods were featured at a cut-price; but when it came to a showdown the management reinstated the established price, and we have had no further trouble with the company. Since then our sales to the chain have steadily increased, and the business has been highly satisfactory.

"Next to our selling policy, the most important factor of our merchandising is our advertising. I think we have proved that, with adequate advertising, any local manufacturer of the right kind of goods can successfully compete with his large national competitors. But it is safe to say that advertising under an unsound merchandising policy is as certain to fail as the advertising of merchandise that is of poor and variable quality. I believe we have reached the time when it is impossible to force unprofitable goods on the dealer merely because they are extensively advertised, and from our observation most of the present demoralization of food distribution is due to the effort of many manufacturers to sell large volumes with unsound methods that do not give the

dealer a living profit on his goods.

"The greatest safeguard against the demoralization of loss-leader price-cutting is a sound merchandising policy on the part of the manufacturer. We enter into no agreements on the subject; we do not ask any retailer to report any infraction of another, and we do absolutely nothing that is either an evasion or a breach of any law. We merely stand on our legal rights to select our customers, or to discontinue selling them for any reason. And our test of a customer is his willingness and ability to sell our goods at a profit, regardless of whether he operates one store or a thousand.

"This has been our practice since the beginning of our business. Our company has gained the reputation of dealing fairly and squarely on a sound merchandising basis. We have no secrets of any kind, and our goods sell profitably. For these reasons our dealers, both chain and independent, buy from us, and we have very little trouble in inducing all of our distributors to make a fair profit on our merchandise."

Last year the company spent \$50,000 in advertising Wilkins' coffee in Washington and very nearby territory. Newspapers, radio, billboards, car cards and sampling were used, and in explaining these media Mr. Wilkins said that according to his experience, each medium reaches an additional class of customers and adds to the value of the others.

Radio and Sampling

Radio was first used experimentally for several months. A questionnaire was then mailed to 5,000 women, asking them to indicate the kind of programs they preferred, and a large number of replies voted overwhelmingly for popular music. The experiment was profitable, and ever since then the Wilkins' orchestra has gone on the air for a half-hour period once a week. The announcements are brief and emphasize the quality, freshness and economy of Wilkins' coffee.

About two years ago the company began a sampling campaign. Every Saturday morning the salesmen dressed up, loaded their trucks with half-pound packages, and made calls on housewives in their territories. At each home they merely asked the woman if she was using Wilkins' coffee, left a sample package, and said a few words about the excellence of the product.

This work was productive; but it was also wasteful. It utilized the off-time of the men; but a great many
(Continued on page 38)

BY W. E. BOMAR

Sales Manager, Frederick Stearns & Company, Detroit



10,000 Druggists Adopt New Astring-O-Sol Display Cabinet

AGREED by many leading merchandising authorities to be one of the most effective display plans ever devised for increasing drug store sales, the new medicine cabinet counter display introduced early this year by Frederick Stearns & Company, Detroit, in connection with Astring-O-Sol, is proving to be an even better automatic salesman than anyone had dared hope for.

No less than 10,000 units have been distributed and it is confidently expected that another 20,000 will be selling general household drug items and other merchandise within a few months. In other words, there will be one or more of the medicine cabinet counter displays in every drug store in the United States, and that will surely be a record of some kind or other.

By the same token, Astring-O-Sol will be prominently displayed and forcefully suggested in all these stores,

Here is a display plan with a real merchandising idea behind it. It has found wide acceptability among retailers because it was designed not to glorify one manufacturer's product exclusively, but to promote the sale of a wide range of related drug items.

for the medicine cabinet counter display is furnished only with an Astring-O-Sol deal and the one requirement is that this popular corrective of "Morning Mouth" be kept always on display in the most conspicuous space in the cabinet.

The cabinet was created, in fact, primarily as an aid to dealers in selling Astring-O-Sol. We have always maintained that our own success is dependent directly on the success of our dealers; that to increase our own sales we must help our dealers increase their sales; but never until 1930 did

we actually realize the full significance of this fact. The business depression through which we have been passing brought home to us more forcefully than ever before the realization that it is incumbent upon the manufacturer to call upon all his resources to aid his dealers in selling his product.

Confronted with the immutable fact that we could

not increase our sales to dealers unless they in turn could increase their sales to consumers, during 1930 we set to work more earnestly and more determinedly than ever before to find some means of accomplishing this imperative purpose. Our primary thought was, "What can the dealer do to increase his sales of Astring-O-Sol and also his sales of related products?"

In order to answer this question intelligently, we had to make a study of existing common practice in drug stores. In other words, we had to learn more fully and more definitely

what dealers were already doing before we could devise and submit any new plan for them.

Our sales research department tackled the problem and did an imposing amount of research and analysis that can be summed up rather briefly here. We found from available statistics and from an actual survey made in twelve cities in different parts of the country that the average sale in independent drug stores is only forty-two cents, whereas it is ten cents more in chain drug stores, and that, of far greater importance, more business walks out of every drug store than remains in it. We also proved the truth of an opinion we already had that not 1 per cent of the households in the country stock their medicine cabinets with even the most fundamental and frequently needed items they should contain at all times.

The fact that the average sale in chain drug stores was ten cents more than in independent stores was impressive, of course, and we undertook to discover the reason for the difference. This was not at all difficult. The chain stores employ capable merchandising men, they hold sales schools, they feature specials, they usually advertise and they insist that all their salespeople employ suggestive selling methods. Unfortunately, the independent druggist can do none of these things except insist that his salespeople suggest related items.

Suggestive Selling

Suggestion, properly employed, is unquestionably helpful and it is an important factor in the difference between the sizes of average sales made in chain and in independent stores. Nevertheless, the mechanical, sing-song recital of a list of related items, the way most drug store salespeople suggest them, is far from being as helpful as might be desired. A phonograph record could do better, for it would at least recite the entire list and the record could be made by one who would put some enthusiasm and inflection in his voice.

Furthermore, our study revealed that the household medicine cabinet should at all times contain twenty-five to forty items, and we certainly could not expect even an expert salesman to go over such a list with every customer.

We studied display plans and ideas also and the more we studied the whole problem the more firmly convinced we became that visual selling is still the most effective of all methods.

We had been devoting especial attention to household medicine cabinet needs, both because we think Astring-

O-Sol should be in every such cabinet and because these needs are practical ones which every druggist can supply. If we could devise some plan that would enable the average druggist to stock his customers' medicine cabinets only with the practical household items which every family should at all times have on hand, our problem would be solved, for this would certainly result in an immense increase of sales to the consumer.

A model medicine cabinet of the household variety, stocked with the twenty-five to forty practical items and stationed at the point of sale, was the answer. Such a cabinet would combine all the requisites of an attractive display, visual selling and effective suggestion of a longer list of items than any salesman would recite.

As a result, we had such a cabinet designed and built and are now lending it to druggists with an Astring-O-Sol deal.

Model Medicine Cabinet

The cabinet is practically a duplicate of the typical medicine cabinet in every household. Made of twenty-gauge steel and enameled in pastel green, it is eighteen and one-half inches high, twelve and one-half inches wide and four inches deep, with three shelves of various heights to accommodate the usual items stocked in household medicine cabinets. It is mounted on a base and surmounted by a mirror in which is etched, "Medicine Cabinet Needs." There is no door to the cabinet, as it is left open at all times.

The plan is highly flexible and the dealer is permitted to display any items he pleases in the cabinet, so long as he also displays Astring-O-Sol. It is furnished him free with any one of several Astring-O-Sol deals, ranging from \$8.80 to \$75, and a bottle of Astring-O-Sol must always be kept in the center of the middle shelf, where there is a clip holder for it on which the word Astring-O-Sol is lettered. I might add that the deal is available to druggists only—we have had calls from grocers and others for it!

We recommend that the dealer stock the cabinet with representative items and station it at the wrapping counter. A typical display would include a safety razor, package of blades, tube or jar of shaving cream, can of talcum powder, styptic pencil, bottle of after-shaving lotion, and package of court plaster on the top shelf; one or two brands of tooth paste, tooth brushes, Astring-O-Sol, dental floss, dental mirror, bottle of iodine or mercurchrome and bottle of glycerine on the middle shelf; and a bottle of

cough syrup, jar of vapor ointment, vaseline, mentholatum, spirits of ammonia, box of quinine capsules, aspirin, Shac wafers, Anacin, jar of cotton, bottle of camphor, hand lotion, a bottle or box of laxative, jar of bicarbonate of soda, and other practical items on the bottom shelf.

The dealer can rearrange the display as often as he sees fit, replacing some items with others and moving them around as desired, so long as he leaves the Astring-O-Sol in its place.

The salesman is not expected to go over the entire list. Instead, while he is wrapping a customer's purchase, he says, in effect: "Have you seen our model medicine cabinet? Suppose you glance over the things in it and see whether there isn't something you need. You know, people are constantly finding that they need certain items which they don't have in their medicine cabinet, and sometimes the need is urgent. Even when one intends to buy a certain item, one often forgets to do so while in the drug store."

The eye is much quicker than the ear. A hasty glance is sure to remind almost every customer of one or more items that she does not have in her medicine cabinet and the chances are in favor of her saying: "That's right, I do need some so-and-so."

Sales Up 30 to 50 Per Cent

Reports from hundreds of druggists in all parts of the country indicate that, used in this way, the display increases their average sale per customer 30 to 50 per cent, which means anywhere from \$6.00 a day up, depending on the number of customers served.

Careful check has proved further that the profit on sales of other items from the cabinet display pays for the Astring-O-Sol deal in the first thirty days.

We have also made assorted kinds of tests with the cabinet, all of which have been surprising proof of its effectiveness. We recommend, of course, that it be called to every customer's attention, as outlined above. But just as one of the numerous tests we have made, we have tried merely leaving the cabinet on the wrapping counter for a day without mentioning it at all to customers and in every such case it has sold not less than \$2.50 worth of medicine cabinet items that day.

Nor is that all. It is a known fact that about 50 per cent of all men who enter drug stores never get beyond the cigar counter, so we have tried moving the medicine cabinet counter display to the cigar counter and filling it with men's things exclusively, with the re-

(Continued on page 39)

NEW MODEL REPORT

Model.....D. C. No.....Date.....

Demonstrated To.....

Address.....

Demonstration Pilot.....

No.	Item	Excellent	Very Good	Satisfactory	Fair	Poor	See Remarks on Reverse
1	General Lines and Appearance						
2	Color Scheme						
3	Exterior Finish						
4	Interior Finish						
5	Ease of Entry and Egress						
6	Arrangement of Seats						
7	Comfort of Seats						
8	Visibility						
9	Convenience of Controls						
10	Location of Instruments						
11	Number of Instruments						
12	Baggage Accommodations						
13	Starting Facilities						
14	Take-Off With Full Load						
15	Climb With Full Load						
16	Ceiling						
17	Top Speed						
18	Cruising Speed						
19	Cruising Range						
20	General Maneuverability						
21	Longitudinal Stability						
22	Lateral Stability						
23	Directional Stability						
24	Elevator Control						
25	Aileron Control						
26	Rudder Control						
27	Stabilizer Control						
28	Gliding Range						
29	Landing Speed						
30	Landing Characteristics						
31	Landing Roll						
32	Brakes						
33	Taxiing Characteristics						
34	General Maneuverability on Ground						
35	Gasoline Capacity						
36						

After a "pre-view" of new Curtiss - Wright models at East St. Louis in February dealers were asked to record their opinions on these blanks. Changes suggested by a fairly large proportion of the distributors have been incorporated in the models to be exhibited at the aviation shows.

Curtiss-Wright Builds Its Line to Dealer "Specifications"

it was shown to them complete in every detail, and with production already well under way. Then the manufacturer would say to them: "Here are our new models. They will do so-and-so and are made to sell for so-and-so. Try them and see how you like them. Then if you want our franchise you will be required to take so many."

It was up to the dealers to take 'em or leave 'em. If there were certain things about them of which they did not wholly approve—certain things which in their opinion could be done to make the products more salable—there was little then that could be done about it.

This year, however, Curtiss-Wright has started out on a different tack. The dealers were to be taken into their confidence before production was well under way. Making at the start only a few of each of the new models, the company announced to its 200 dealer-distributors throughout the country that a preliminary showing of the line would be held at the Curtiss-Steinberg Airport in East St. Louis, not far from the Robertson, Missouri, factory, the end of February. All of them and their salesmen were urged to attend. To insure a full attendance the factory paid part of their expenses. The showing was attended by 500 people.

The company executives told the dealers they wanted their voice in production and sales policies. They went further and asked their cooperation in "designing" the line itself. They believed that the dealers would be more

inclined to push a line in whose design and construction they had actively cooperated.

The meeting was divided into groups. Before each group was held a "fashion show" of the new models as Curtiss-Wright had designed them, from the twenty-one-place Curtiss Condor transport plane, at \$85,000, to the new Junior, a two-place open "runabout," listed to sell for \$1,490, flyaway Robertson. All the models were thus put through their paces. This bit of showmanship was to sell them on the appearance angle.

Then members of each group came over for a closeup of the planes, to inspect their finish and features.

The third step was to give each dealer an opportunity to fly each of the new models.

When they had examined and tested them thoroughly they were asked to state freely and frankly what they thought of them. For this purpose they were supplied with a "New Model Report." Each dealer was asked to criticize each model. On the report were listed thirty-eight items covering general and specific features of appearance, safety, comfort, control, speed and general value of the various models—ranging from "color scheme" to "maneuverability," from "speed" to "baggage accommodations," and from "comfort" to "price." The company suggested they check each of these characteristics as "excellent," "very good," "satisfactory," "fair" or "poor"—leaving space at the side for brief comment on each item and requesting more ex-

BECAUSE the consumer demand for its planes depends in so large a degree on the active cooperation of dealers—because the dealers are more familiar than the manufacturer with the needs, the likes and dislikes of their prospects—Curtiss-Wright has just inaugurated a policy whereby the dealers play a more active part in both the general design and the specific features of its new line of planes.

The line is being made to dealer "specifications."

Heretofore, the practice in the airplane manufacturing industry has been to hush-hush the new line until its formal presentation at the aviation shows in April. The first acquaintance dealers had with it was when

tended "remarks" on the reverse side of the report.

Then, at the bottom, was this:

"In consideration of the appearance, performance and general value of this model, do you consider it salable at the proposed list price?"

"If so, how many do you think you can sell in your territory in 1931?"

"Are you ready to place a firm order for one or more planes of this model immediately?"

"How many? When would you like delivery?"

The dealer was then asked to sign the report—which in addition to providing his analysis of the prospects for each model, also became a tentative order blank.

Just how effective an order blank it was may be seen from the fact that the dealers placed orders at the "show" for 208 of the new Junior planes alone. The company had expected to produce 210 of them for the entire year. As a result of this enthusiasm, however, Curtiss-Wright has stepped up its schedule on the Junior to about twenty a week. They expect to sell between 350 and 400 of them this year.

Reports Used, Not Filed

Curtiss-Wright did not tear off the order part of the reports and then stick the rest of them away in a filing cabinet. Instead, the company executives analyzed them thoroughly. Although the models were received with enthusiasm, the company is carrying out suggestions regarding changes in certain items which a fairly high proportion of the dealers seemed to favor. The models to be exhibited at the Detroit show this month will have included most of these changes.

This program, however, was but a phase of a general development in the Curtiss-Wright organization toward stabilization and expansion along sounder merchandising lines.

Like many other industries, airplane manufacturers found 1930 a pretty tough year. Production was off about 30 per cent from 1929. Manufacturers had difficulty in gearing production to sales, and even in selling at a profit the planes and accessories they had already produced. Even so of the 180 plane companies, Curtiss-Wright sold 23 per cent of the total. Its engine proportion was somewhat higher. Both of these positions they are continuing to maintain. In all products and services the company's sales volume in 1930 was about \$18,000,000.

At the start of last year the Curtiss-Wright merger was only a few months old. They had an ambitious

program—one phase of which was a \$700,000 advertising campaign. But the buyers were not "there" and this campaign was severely reduced. Overproduction brought losses. Most of the year, therefore, was spent in cutting down inventories and in revising production and sales structures.

Convinced that their policies are now sound, they are going forward with them, operating on a close margin to build for ultimate profit.

There were registered in the United States last year 2,628 new planes. This year the industry hopes to sell in excess of 3,300. Of this number, Curtiss-Wright expects to market approximately one-third.

Although the line includes planes of every type, emphasis will be placed on those selling for less than \$6,000. Seventy-five per cent of the unit volume and 50 per cent of the dollar



Based on an interview by Lawrence M. Hughes with

WALTER H. BEECH

President, Curtiss-Wright Airplane Company, St. Louis and Wichita, Kansas

volume of the company last year were in planes made to sell at retail for less than \$6,000. This year the percentage of planes in this group will be even larger. With the introduction of the new Juniors the previous bottom list price of about \$3,000 has been cut in half and probably half of the company's unit volume this year will be in these smaller planes.

Until production of the Juniors has reached a level of about 350 units a year, however, Curtiss-Wright will make very little if any profit on them. Because they are intended primarily to reach undeveloped markets, they will not compete directly with the company's established outlets. Owing to low price and operating cost, however, it is expected that the Juniors will make more Curtiss-Wright "converts" than any other type of plane. The initial cost of \$1,490 includes all regular accessories. The operating cost, covering gasoline and oil consumption, depreciation and insurance, is estimated to be only five cents a

mile—about half the cost of a medium-sized automobile. At cruising speed, of seventy miles an hour, the engine consumes one gallon of gasoline every twenty-five miles. The Junior will take a useful load (two persons, fuel and baggage) of 420 pounds, has a cruising range of 200 miles and a ceiling equal to that of large planes. The engine and propeller have been placed behind the wing to give unobstructed vision, freeing the passengers from the propeller blast, exhaust fumes and excessive noise. In both price and performance the plane is designed to make flying more attractive and to aid in developing markets heretofore untapped.

The greatest sales problems the plane manufacturer faces are, first, to get people into the air—overcoming whatever ignorance or fear they may have of this new sphere of transportation and, second, to induce them to buy and operate planes of their own. Advertising and especially "sampling," Curtiss-Wright feels, can be helpful here.

Selling by "Sampling"

To get people into the air, some months ago the company conducted a "courtesy ride" campaign. This campaign was directed primarily to business executives, whose time is valuable and who are often called upon to take hurried cross-country trips. It was conducted through the cooperation of the New York Junior Board of Trade and the Boston Chamber of Commerce. Air transport companies were then urged to follow up these executives to capitalize on this missionary work.

When they are familiar with the advantage of air transportation, it was found that many of these people were prospects for planes of their own; that others would induce their companies to buy planes for use of executives and that without exception they were prospects for air travel.

Here is where the Junior comes in. Not only will it enable a much larger number of people to own planes, but having shown them its advantages, through personal test, it will put a number of them in the market for larger planes. These will "graduate" to planes like the Coupe (similar in size to the Junior, but higher-powered and enclosed) and to the Sedan and larger cabin models.

In addition to military and naval planes, which constitute about half the company's sales, their market lies in four groups; transport lines, business companies, schools and bases, and in-

(Continued on page 36)

Population Studies of Principal Markets and Their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

Number Twelve: Milwaukee

(A.B.C. Trading Radius: 50 Miles—Shown by Circle on Map)



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SALES executives who, for any reason, are surveying the country with the idea of locating a large market that is unusually compact, will find this study of the Milwaukee area of particular interest. The city itself showed a population gain, between 1920 and 1930, considerably above the national average—it amounted to 26.5 per cent against the national figure of 16 per cent. Milwaukee County gained 34.4 per cent—a higher rate of gain than was shown by any of the counties tributary to it. Those who have been following this series of studies in previous issues will remember that this type of development is distinctly against the trend. Except in the case of Los Angeles, gains in all of the larger metropolitan areas were heavier in counties outside the seat of the municipality itself. Milwaukee County, outside the city, jumped 78.6 per cent in population—nearly three times the rate of growth shown by the city proper.

The eight largest cities within the A. B. C. trading radius showed a gain of 20.2 per cent. Five other cities over 10,000 within the trading radius jumped 149.0 per cent. All of these, except Wauwatosa, are on the Lake Michigan shore line.

There are few markets that enjoy more diversified sources of income than the Milwaukee area—a fact which makes this market unusually attractive to sales executives because of its stability.

Market information about the Milwaukee area may be obtained from: Milwaukee: *Journal, Leader, Sentinel, Wisconsin News*; Fond du Lac: *Commonwealth Reporter*; Kenosha: *News*; Racine: *Journal-News, Times-Call*; Sheboygan: *Press*.

Previous studies in this series covered New York City (January 31, 1931); Chicago (February 7); Philadelphia (February 14); Detroit (February 21); Los Angeles (February 28); Cleveland (March 7); St. Louis and Baltimore (March 14); Boston (March 21), Pittsburgh and San Francisco (March 28). Cities are being presented in the order of municipal population, beginning with the largest. Analyses of the Washington and Minneapolis-St. Paul markets will appear next week.

An Analysis of 1930 Population Figures for Milwaukee and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Milwaukee	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Money Income 1929 (000 Omitted)	Spendable Income	Per Capita Spendable Income
Milwaukee		457,147	578,249	26.5	Milwaukee	539,449	725,263	34.4	\$625,496		\$870
** Fond du Lac	63.3	23,427	26,449	12.9	Fond du Lac	56,119	59,883	6.7	29,435		492
** Kenosha	33	40,472	50,262	24.2	Kenosha	51,284	63,277	23.4	50,358		801
** Ft. Atkinson	57	4,915	5,793	17.9	Jefferson	35,022	36,785	5.0	20,183		549
					(Jefferson)	See above.					
** Watertown	46	9,299	10,613	14.1	(Dodge)	49,742	52,092	4.7	23,230		484
** Port Washington	29	3,340	3,693	10.6	Ozaukee	16,335	17,394	6.5	8,234		471
** Racine	23	58,593	67,542	15.3	Racine	78,961	90,217	14.3	73,908		821
** Sheboygan	52	30,955	39,251	26.8	Sheboygan	59,913	71,235	18.9	44,572		626
** Waukesha	18	12,558	17,176	36.8	Waukesha	42,612	52,358	22.9	24,242		464
***					Washington	25,713	26,551	3.3	13,421		505
***					Walworth	29,327	31,058	5.9	17,620		568
*** Cudahy	7	6,725	10,631	58.1	Milwaukee	See above					

** Shorewood	4.6	2,650	13,479	408.6	"						
** So. Milwaukee	10	7,598	10,706	40.9	"						
** Wauwatosa	5	5,818	21,494	269.4	"						
** West Allis	9	13,745	34,671	152.2	"						
TOTAL FOR AREA						984,477	1,226,113	24.5	\$935,699		\$763

* * Eight largest cities outside carrier limits, but within trading radius.

*** Other cities and/or counties over 10,000 within A, B, C, trading radius.

"Miles from Milwaukee" figures are from the Official Guide of the Railways, and, in a few instances, automobile road maps.

Number Thirteen: Buffalo

(A.B.C. Trading Radius: 43 Miles—Shown by Circle on Map)

ALTHOUGH Buffalo falls thirteenth in the list of American cities, according to size of its municipal population, it draws attention to itself as a market because of its unusually high per capita spendable income figure. The per capita spendable income in Erie County is higher than the counties in which every city that exceeds Buffalo in size fall, with the single exception of New York City.

Increase in population in municipal Buffalo during the past decade ran a little under the national average; increase in Erie County (which contains Buffalo) ran a little over the national average. In the A. B. C. area which is used as the basis of this report (and all other analyses in this series) Niagara County chalked up the greatest gains. This county now has 25.8 per cent more inhabitants than it had in 1920.

Four small cities within the Buffalo carrier limits gained 63.7 per cent in population—four times the rate of national growth. The seven largest cities within the trading radius, but outside the carrier limits, added 25.6 per cent to their previous official population figures. Erie County, outside of Buffalo, gained 48.0 per cent.



Buffalo merits special consideration by sales executives due to the fact that it outranks every other larger city, except New York, in purchasing power.

An Analysis of 1930 Population Figures for Buffalo and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Buffalo	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income 1929 (000 Omitted)	Per Capita Spendable Income
Buffalo		506,775	573,076	13.1	Erie	634,688	762,408	20.1	\$1,035,057	\$1,362
* Lancaster	11	6,059	7,040	16.2	"					
* Depew	10	5,850	6,536	11.7	"					
* Kenmore	1	3,160	16,482	421.6	"					
* Lackawanna	5	17,918	23,948	28.9	"					
** Tonawanda	10	10,068	12,681	26.0	"					
** N. Tonawanda	11	15,482	19,019	22.8	Niagara	118,705	149,329	25.8	185,353	1,243
** Niagara Falls	22	50,760	75,460	48.7	"					
** Lockport	26	21,308	23,160	8.7	"					
** Batavia	37	13,541	17,375	28.3	Genesee	37,976	44,468	17.1	49,679	1,117
** Dunkirk	40	19,336	17,802	-7.9	Chautauqua	115,348	126,457	9.6	176,414	1,393
** Medina	41	6,011	6,071	1.0	Orleans	28,619	28,795	0.6	32,495	1,130
***					Wyoming	30,314	28,764	-5.1	29,108	1,013
***					Cattaraugus	71,323	72,398	1.5	86,411	1,190
TOTAL FOR AREA						1,036,973	1,212,619	16.9	\$1,594,517	\$1,315

* Cities within carrier limits (A. B. C.)

** Eight largest cities outside carrier limits, but within trading radius (A. B. C.)

*** Other cities and/or counties over 10,000 within A. B. C. trading radius.

"Miles from Buffalo" figures taken from the Trading Area System of Sales Control by International Magazine Co., Inc.

Market data about the Buffalo area may be obtained from: Buffalo: *Courier-Express*; *News*; *Times*; Niagara Falls: *Gazette*.

Figures presented on total and per capita spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented, complete, in the annual reference number of this magazine issued September 27, 1930. For a full explanation of the method through which those figures were evolved, see pages 9, 10 and 11 of that issue. The figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures as compiled by the Bureau of Census. At the time the reference issue was printed, only approximate figures were available.

For a list of the dates of publication of previous studies in this series, and the names of the cities they covered, see the editorial comment appearing on a previous page, concerning Milwaukee.

Urge Britishers to Buy Now

The Newspaper Proprietors' Association of Great Britain has launched a campaign to advertise advertising by employing the Buy Now appeal. London national and evening newspapers have agreed to publish in one month not less than six advertisements of a minimum size of half a double column. Sunday newspapers are to publish not less than two insertions. Plates are being provided by the N. P. A. but some newspapers are using their own copy. The campaign emphasizes the fact that retail prices are now near the bottom.

Urban Influence Gains, Cherington Points Out in Population Study

Fifty-six per cent of the population of the United States in 1930 was urban, Dr. Paul T. Cherington, director of research of J. Walter Thompson Company, New York, points out in an analysis of current census figures under the title, "Where They Live," just published by that company.

Twelve and three-tenths per cent of the total population, or 15,064,555 of the total population of 122,775,046, was in the five cities of more than 1,000,000 population, Dr. Cherington showed.

The other urban group were as follows:

Size of places	Number of places	Total population of total	Percent.
1,000,000 or over	5	15,064,555	12.3
500,000 to 1,000,000	8	5,763,987	4.7
250,000 to 500,000	24	7,956,228	6.5
100,000 to 250,000	56	7,540,966	6.1
50,000 to 100,000	98	6,491,448	5.3
25,000 to 50,000	185	6,425,693	5.2
10,000 to 25,000	606	9,097,200	7.4
5,000 to 10,000	851	5,897,156	4.8
2,500 to 5,000	1,332	4,717,590	3.8

Total urban . . . 3,165 68,954,823 56.1

The 3,086 incorporated places of population of 1,000 to 2,500 totaled 4,819,430 or 3.9 per cent of the total population and the 10,347 incorporated places under 1,000 totaled 436,605 or 3.6 per cent. The population of other places ranked as rural amounted to 44,637,188 or 36.4 per cent.

Although less than 30 per cent of the country's total population resides in

the ninety-three largest cities, the development of good roads and other factors has tended materially to increase a relative share of the business which they handle.

"If we add to these city populations the retail shopping areas tributary to them," Dr. Cherington continued, "and attach twelve of these large cities to the larger neighbors which overshadow them, the result is a regrouping into eighty-one shopping areas which contain nearly 55 per cent of the population."

These eighty-one cities with their tributary territories have the following percentages of the total for the United States:

	Per Cent
Individual income tax returns (1925)	76.9
Savings bank deposits (1929)	69.7
Families with telephones . . . (1927)	60.0
Domestic lighting customers. (1926)	59.3
Automobiles over \$1,000 . . . (1930)	70.0
Circulation of eight large magazines (1930)	63.0
Radio receiving sets (1930)	63.0

American Radiator & Standard Sanitary Corporation has acquired the Cochran-Sargent Company, St. Paul, which will be operated as a division under its present name, personnel and policies.

The Cooperative Grain Growers of California, Inc., has been formed, with headquarters in San Francisco, to develop nation-wide marketing facilities for grain producers there.

How the Monitor *DEALER-IZED Stetson Hat Advertising

Stetson hats and caps
for every occasion

TWO of a kind. A Stetson hat and a Stetson cap. Beneath them both is the same Stetson quality of finish and style. Each marks its wearer as well-topped—day by day for a whole season. Good looks that last are economical, regardless of cost. And Stetson has that quality which makes its price a real and lasting economy. Visit a Stetson dealer. You'll find the styles and colors that suit you best.

STETSON HATS
John B. Stetson Co., Philadelphia. Makers of finest quality for felt hats, straw, Panama, legions, silk top hats, opera hats, caps. Also women's hats in smartest styles for town, travel and sports wear.

SOLD AT THE BETTER STORES

Above: One of a series of Stetson advertisements published in the Monitor

835 Dealer Advertisements in one year, for one product in one newspaper—The Christian Science Monitor.

The product, Stetson Hats; the year, 1930. Those 835 advertisements were placed in the Monitor by 89 Stetson dealers, representing all sections of the country.

The dealer advertisements were obtained by Monitor advertising representatives, of whom there are 594 in the United States, Canada, and other countries. They were notified in advance of the Stetson campaign and supplied with proofs of cuts to be used by dealers.

Many of the dealers called on were already advertisers

*Dealer-ize: to make dealers; to put dealers into action. A word that significantly describes the Monitor's service to national advertisers, whereby dealers in hundreds of cities feature in their own Monitor advertisements goods nationally advertised in the Monitor.

in the Monitor and knew from experience the value of tying-in with the national advertising. Dealers who had not previously advertised in the Monitor were also approached with good success.

We can cite many other successful Dealer-ized campaigns for important national advertisers of various kinds of merchandise, in which sales through present dealers are being increased and new outlets added.

And let it be remembered that this is simply a special service added to the well-established value of space in a newspaper of highest reputation the world over, and noted for its strong reader interest.

Any Monitor Advertising Office will be glad to give further information

The Christian Science Monitor

A Daily Newspaper for the Home

Published by The Christian Science Publishing Society

107 Falmouth Street

Boston, Massachusetts

BRANCH ADVERTISING OFFICES

270 Madison Avenue New York	1775 Railway Exchange Bldg. St. Louis	1 & 2, Adelphi Terrace London
1058 McCormick Building Chicago	625 Market Street San Francisco	3, Avenue de l'Opera Paris
3-101 General Motors Bldg. Detroit	210 West Seventh Street Los Angeles	Unter den Linden 59A Berlin
405 Nat'l Fld. Life Building Kansas City	350 Skinner Building Seattle	Via Magenta 11 Florence

H & F-STETSONS
A very successful cut from the viewpoint of the careful dresser.
Many exclusive styles are presented only by Harris & Frank, you California styles in Stetson quality.
Outstanding in the "HIGHLAND" \$10 THE "TOWER" \$10 THE "BAT" \$8
Other H&F Stetsons \$8 to \$40
HARRIS & FRANK
617 SOUTH HILL, Near Seventh
LOS ANGELES
COUNSELLORS ON CORRECT ATTIRE

STETSON HATS
Smart style Fine Quality Long Service
Ben Selling
Morison at Fourth, Portland, Ore.

STETSON HATS MAY BE HAD AT EITHER OF THE CONTINENTAL STORES
407 Washington Street opposite Filene's
and at
Baylston at Washington
BOSTON

STETSON HATS
Smart style Fine Quality Long Service
Ware Pratt Co.
MAIN STREET AT PEARL
WORCESTER
MASSACHUSETTS

STETSON HATS
We are showing the new styles
THE UTICA
111A FRIEDLICH CO.
Riverside, California

STETSON HATS
A few of the 835 DEALER-IZED Advertisements which appeared in the Monitor

STETSON HATS
Stetson Hat for this Christmas Gift
MAYER ISRAEL'S
New Orleans

ILLINOIS JOLIET STETSON HATS
The new styles are here now
DEMET & CO.
Lynchburg, Virginia

SILVERWOODS
TWO STORES
617 AND BROADWAY
5522 WILSHIRE BLVD.
LOS ANGELES

CONNECTICUT NEW HAVEN
A Stetson because its style is correct because it is comfortable. A Stetson because there are so many new colors to select from—silver lined, Navy blue, Dusk blue, French gray, Copper and Pearl. Small brims and medium brims. Sharp brims and turned-up shapes.
Johnson & Sons
"THE LIFE STORE"
85-89 Church Street

New Style Angle Stimulates Demand for Quilts

BY J. M. HEADEN

A 1931 sales volume five times greater than that of 1929 has been brought about by the addition of new, styled items and radical improvements of old items of the National Sure-Fit Quilting Company, New York, according to A. J. Goldman, vice-president.

A large part of this increase may be laid directly to the introduction, three weeks ago, of a quilt spread of authentic Colonial design, Mr. Goldman said. The quilt, one of two designed by Ann Wolverton, stylist, is based on the Early American flower basket pattern. A second, also of adapted applique design, will be introduced to the trade in two weeks, Mr. Goldman said.

Although the new flower basket quilted spread is the most expensive item in our line of light summer quilts, we have already recorded unprecedented sales and repeat orders on it," Mr. Goldman said. "Its price is approximately double that of any of the other quilts we sell, but buyers who usually place experimental orders of a dozen or so of any new item are ordering this new quilt by the fifty dozens."

The popular trend for Early American furnishing led to the designing of the quilts, but the company has not relied on this alone for its sales. For the first time, a quilt maker can guarantee a sun-fast, tub-fast product, Mr. Goldman declared.

"To the best of my knowledge, our flower basket quilt is the first vat-dyed product of its kind," he said. "Added to these advantages, the quilt is made of Fruit of the Loom materials, probably known to every housewife in the country, and it carries the star known everywhere as the seal of approval of the Good Housekeeping Institute."

A new wrinkle in quilt-making has also been applied to the Colonial quilt. Instead of having a seam down the middle, it is made of three widths of material, seams falling near the edge of the bed. This combined with its size, eighty by ninety inches, makes

the quilt suitable also for a bed-spread.

The design of the new quilt has also been adapted to two other products, a crib covering and a bath mat. Because of its washability, the design could be applied to these products.

The flower basket design has been produced in five pastel color combinations, rose, blue, green peach and orchid, and simulates the hand-made quilt. Such a quilt, hand-made, would sell for approximately \$50, but the copy retails at \$5.

The second of the Colonial designs is based on the flower wreath pattern and will also be produced in the same color combinations and will be in the same price range.

The new quilt was introduced to the trade when every one of the 1,500 dealers of the National Sure-Fit company received a full-sized sample quilt. Accompanying the quilt was a letter explaining its sales advantages, price, etc., and the receipt was followed up immediately by National Sure-Fit salesmen.

The sales campaign also included trade paper advertising, direct mail to retailers and cooperative advertising with dealers. The new designs are being advertised to the consumer in *Good Housekeeping* and in the *Earnshaw* infants publications.

"Our season is just beginning to open up, but throughout April, May and June we expect to assist our dealers, through their newspaper advertising, to sell these new Colonial designs. At present we are planning dealer helps which include mats and copy, and we will share in the expense of such advertising," Mr. Goldman said.

The first packaged mattress protector assisted in keeping sales on an even keel for the National Sure-Fit company in 1930.

"Again we had a product the price of which was well above others of its type on the market, but it combined so many new features that sales results were immediate," Mr. Goldman declared. "We used a new stitching

pattern which assured against the cotton filling lumping in the wash. We bound it with strong, woven tape, we filled it with new, long staple cotton."

The mattress protector is packaged in a cardboard carton featuring the Fruit of the Loom name and also showing the seal of the Good Housekeeping Institute.

The National Sure-Fit company is a licensee of the Fruit of the Loom Mills, being given the privilege of making light summer quilts, quilted dressing gowns, mattress and table protectors from Fruit of the Loom materials.

"Standard of Living" among Negroes Gains

Forty-nine per cent of American Negro families own automobiles; 72.5 per cent telephones and 63.5 per cent radios, the National Negro Business League pointed out this week in summarizing the first 200 returns in a nation-wide survey, which when completed will cover more than 5,000 Negro families.

The preliminary returns, however, represent both a geographical and occupational cross-section. They show that 74.5 per cent of the families prefer advertised brands of merchandise and 96.5 per cent are regular readers of Negro newspapers. In ownership of electrical appliances these 200 families are in some cases higher than the nation's average.

Twelve per cent of the 200 families have electric refrigerators, compared with 13 per cent for the nation's average; and 63.5 per cent have radios, as against 55 per cent for the nation.

National Lead's Spruce Up Drive Costs \$1,000,000

National Lead Company, New York, will spend in advertising paint products this year about \$1,000,000—approximately half of which will be for space in magazines, farm papers and business papers—William Knust, advertising manager, told SALES MANAGEMENT this week. "All our national magazine advertising this year will be in color," Mr. Knust said, the expenditure for this one purpose alone being about \$400,000.

An important phase of the program is the distribution of the *Dutch Boy Painter-Carter Times*, a house organ with a circulation of about 170,000, 120,000 of which is among painters, 40,000 dealers and 10,000 miscellaneous.

It seems there were two Irishmen . . .

PAT and Mike (the story wouldn't be authentic if we changed their names) were having an argument that grew more and more heated. Pat prided himself on his erudition and finally said: "Well, Mike, there's no use your arguin' with me, because I know . . ."

But at this point Mike interrupted: "Arguin'? Who's arguin'? I'm not arguin'" he said contemptuously, "I'm *tellin'* you!"

Arguments about the respective merits of various brands of merchandise are waged in all our newspapers, magazines and broadcasting programs. Shrewd advertisers settle the argument by *telling* the consumer what to buy *when* and *where* he buys it—by reminding him at the point of purchase.

And the most economical



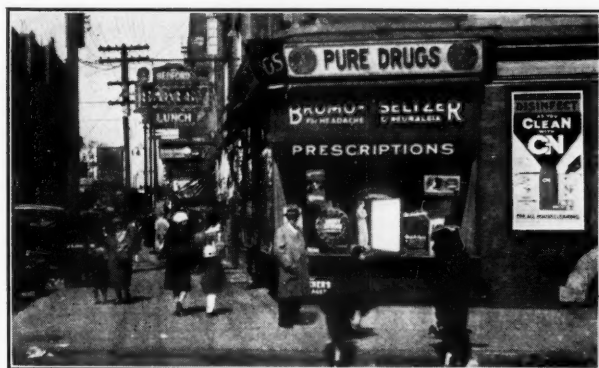
point of purchase reminder is Criterion Service.

At a cost of 10c per location per day it reminds millions of consumers to buy Heinz Rice Flakes, Snowdrift, Coca-Cola, Borden's, Carnation or Nestle's Milk, CN, Camel Cigarettes, Camay Soap, Wrigley's Chewing Gum, Ward's Bread, Oxydol, Victor, Stromberg-

Carlson or Majestic Radios, and dozens of other commodities whose brand names have become "buy" words in the home shopping neighborhoods where Criterion reminders are placed.

Maybe you can settle arguments about your product by placing a Criterion reminder with its eight feet of color near the points where your product is on sale.

At least it's worth investigating.



CRITERION SERVICE

Nation-wide Three-Sheet Posting in Home Shopping Neighborhoods

420 Lexington Avenue
NEW YORK

CHICAGO

PHILADELPHIA

ST. LOUIS

CLEVELAND

BOSTON

SAN FRANCISCO

TORONTO

Posters with a Chuckle Sell Dealers as Well as Consumers

POSTERS designed not only to sell flashlights and batteries but also to bring smiles to dealers' faces have paved the way for good-natured cooperation in the use of other Eveready display material.

Our posters are just pictures—that's all—but we choose their subjects for their human interest appeal and for their gentle humor. The one shown on this page is a good example. Another, for batteries, shows a tattered tramp standing outside of a window smoking a cigar and listening to a radio, and the poster is captioned "After-dinner music."

In these pictures, we show our products in use, we give the illustrations a brief caption and it bears our trade mark. But we make them something the dealer will enjoy himself, and will want to keep. They are painted by the best illustrators and are reproduced in the best possible manner, in as many as ten colors.

Many of our dealers have the entire series. One I know of has the series framed and hung around the walls of his store. That makes about fifteen in all, since we issue three a year and have been issuing them for five years.

If we should discontinue this series, I'm sure hundreds of dealers would write and ask us what had become of them. That the posters are displayed and are kept for months in prominent places is attested not only by our salesmen's reports and evidence I have gleaned in many field trips but also by the returns on a letter we sent a year or so ago to 1,000 dealers. Four hundred answered our queries on whether they used the posters, how they liked them, etc.

We have standardized the size of the posters to twenty by thirty inches to give them a better chance for sur-



Eveready posters are "just pictures" with a human interest appeal and a minimum of copy.

As told to a staff writer

BY H. A. McMULLAN

In Charge of Sales Promotion, Eveready Flashlights & Batteries, National Carbon Company, New York

vival. The posters are sent out to our list of approximately 25,000 dealers. They are accompanied by stickers and suggestions for their display in windows, or on front doors or walls.

Of course, we consider the posters only as a supplementary item of our dealer help program. They serve as a reminder of the sales possibilities of flashlights and radio batteries and perhaps even fall in the class of institutional advertising, since their selling message is so brief.

But we try to hold the dealer good-will the posters create by not overloading retailers with other display materials. We send out only what should be used and we teach dealers how to use our helps.

The fact that 80 per cent of Eveready flashlights are sold in our display containers proves the usefulness of our counter display material. Dealers can't throw out these counter displays because they are too valuable a merchandising tool. We've perfected counter displays which act as shipping containers, storage space, display space and advertising space. A recent counter display shows ten flashlights of various kinds, their prices and our selling message, and still has storage space for ten more flashlights.

These compact displays, usually in the three Eveready colors of blue, grey and red, have been made as simple to set up as possible. Thus the dealer, with very little trouble, can put our flashlights in a prominent place on his counter and almost let them sell themselves.

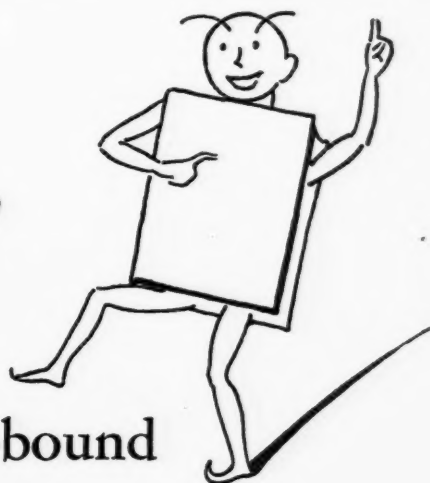
We've eliminated hit-or-miss merchandising by finding out for the dealer just where he should place these displays. Our sales promotion staff continues to experiment on arranging and placing them most effectively, and they pass this knowledge on

to our dealers. When we introduced these counter displays five years ago we asked a number of our dealers to allow our men to test them in various parts of the store and now we know how to place them to take up the least counter space, how to group them attractively, how to get the best sales results from them.

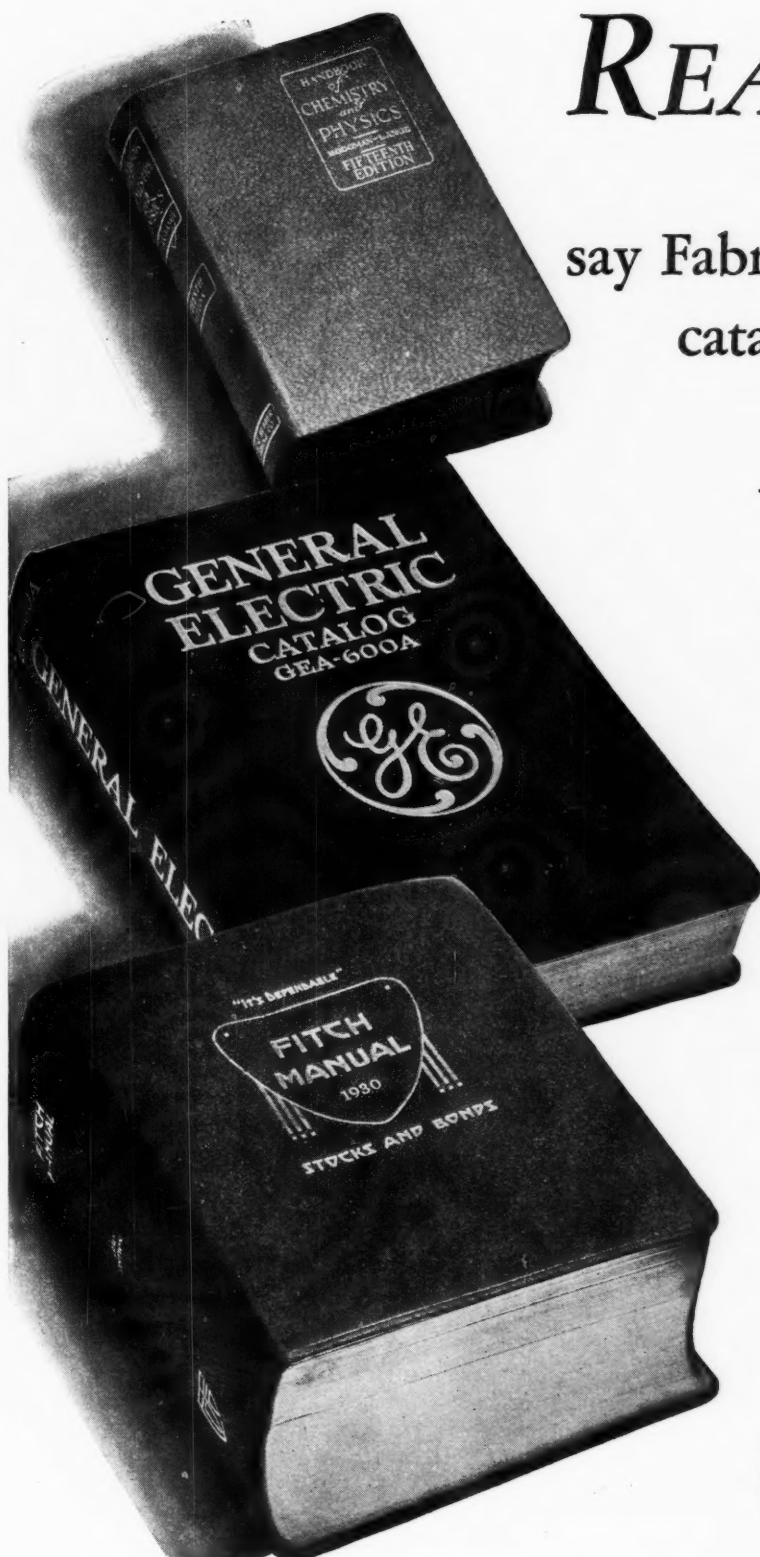
Our window display material we try to make as useful. Since flashlights have two peak seasons, Christmas and

(Continued on page 40)

"STOP, LOOK and READ"



say Fabrikoid-bound
catalogues



YOU can judge a book by its cover, when that cover is Fabrikoid. You know that anyone who chooses such a long-wearing and beautiful cover has put valuable material inside it.

Du Pont Fabrikoid is a cover material with many advantages. It takes gold or ink stamping, airbrushing, printing, embossing, superfinishing in one or more colors. What's more it is waterproof . . . can be washed.

Next time you want a job prepared in a striking, decorative way, try du Pont Fabrikoid. Write for samples and information. Just address E. I. du Pont de Nemours & Company, Inc., Fabrikoid Division, Newburgh, N. Y. Canadian subscribers address: Canadian Industries Limited, New Toronto, Ontario, Canada.



THESE BEAUTIFULLY BOUND
BOOKS were executed in du Pont
Fabrikoid by J. F. Tapley Company,
Long Island City, New York.

FABRIKOID

MAKES COVERS SAY "ATTENTION"



Executives Seek More Help from Business Papers, Says New York Librarian

BY CAROLYN F. ULRICH

Chief of Periodicals Department, New York Public Library

DURING my experience in the periodicals division of the New York Public Library I have observed that business men seem to be coming more and more to take into account, in laying out their own plans, what others in the same lines of work are doing. In increasing numbers, especially during the past five years, they have come to the library to study the literature of business—trade journals, business and industrial publications. Sales managers, advertising managers, vice-presidents and presidents come to us for material that will help them solve their problems.

Five or six years ago, the great majority of readers in the periodicals room asked for general magazines, which they read simply for recreation. Today, about two-thirds of our patrons come for help in their work, and the trend is toward a still greater proportion of reading with a purpose. To keep up with demands, within the past five years the library has increased its number of magazines kept on file from about 4,500 to about 6,500. Of the 2,000 newcomers, over half are in the business and trade fields. To

us, in the periodicals department, there is no doubt that modern business men are coming increasingly to rely on trade publications for guidance.

Some men who come regularly ask for all the papers—a dozen or so—in one field, and go through them systematically, making notes. The great majority, however, ask for information on particular topics. They are not at all abashed at asking us for information concerning new developments in their own lines of work. Business today moves so fast that no man can pretend to a complete knowledge of his field unless he makes a practice of studying constantly the news of changing conditions as it is recorded for him in his trade and business papers.

One subject of never-failing interest to business men today is that of color in industry. You might think that all the pros and cons, ins and outs of color in business would have been firmly grasped by now by the business man; that after all the excellent material published on the subject, especially in the past two or three years, he would know definitely whether or not his business could

profit by using color—and if so, just how to go about it. This is not the case. So consistent is the demand for material concerning color in industry that we now keep a cross-file indexing reference to the subject, and to all advertisements utilizing it. There are many business men who are still studying the A B C's of color in industry. They are not slow; they are simply careful, painstaking in their study of business.

Within the past two years there has developed a steady demand for material concerning the problems of design and re-design of merchandise. Business men are studying not only the color and finish of the products of other manufacturers in their own lines, but also the color, finish, style and design of products in other fields, which may or may not be allied closely to theirs. The whats as well as the hows of manufacturing are given careful study. Seeing the painstaking attention that business men put into the preliminary study of business and trade publications before formulating their plans on matters that involve style, design, color, etc., I am more and more inclined to believe that success achieved by modernizing a product or its presentation is generally the deserved result of good work rather than a stroke of luck.

Keeps Pace with Business

Increased reliance on the industrial and business literature by business men is in no small measure a reflection of the increased merit of the publications themselves. This business literature grows more extensive and more varied year by year, and becomes proportionately better and better. It is peculiarly the creation of the age. Keeping pace with the developments of industry—or a little ahead—the business and industrial periodicals are becoming more and more specialized. No longer is the body of the trade journal a mass of information too general to classify.

The service rendered by trade publications today reaches every corner of the business world. As new industries are developed, new publications are created to serve them. As soon as the practicability of plastics was proved, there appeared the magazine *Plastics* to serve and help develop this special field. Similarly, individual phases of industrial development are being recognized, as in the creation of the magazine *Materials Handling and Distribution*.

To meet the needs of the advertising managers, designers and production and selling executives, we have

(Continued on page 35)

Believability



Second only, in believability, to samples of your product itself in the hands of your prospects are actual photographs placed before the people who can buy your goods. « « To put photographs of your merchandise, and a sales message, into the hands of a million people—even at as low a price as five cents a print and with most efficient mailing—would cost at least one hundred thousand dollars. « « To place perfect reproductions of that photograph in a half page advertisement before a million interested readers of rotogravure sections will cost less than thirty-five hundred dollars. « « Rotogravure advertising creates believability and does so economically.

Kimberly-Clark Corporation

Established 1872

Neenah, Wis.

New York: 122 E. 42nd St.

Chicago: 8 S. Michigan Ave.

Los Angeles: 510 W. Sixth St.

Believability IS NOT ALL

The believability of rotogravure advertising with its perfect reproduction of photographs is but one factor in the economy of this medium. Consider the great Reader Interest of rotogravure sections, and the High Visibility of the advertisements in them. Then remember its Flexibility, ranging from Concentration in a single market to a Nation Coverage of sixteen million circulation—all with the highly desirable feature of Class Association. In the maintenance of the sales producing power and of the economy of rotogravure advertising, Kimberly-Clark Corporation is proud of its part—the manufacture of the paper used for seventeen years by the great majority of newspapers that publish rotogravure sections. And not only have Kimberly-Clark papers set the standards for every type of rotogravure reproduction but these papers have proved equally well suited to fine color and to black and white printing for any purpose.

**Kimberly-Clark
Corporation**

Established 1872

NEENAH, WIS.

NEW YORK
122 E. 42nd St.

CHICAGO
8 S. Michigan Ave

LOS ANGELES
510 W. 60th St.

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organiz
against
spread
petition

Buyin

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Government in Business

This department, reporting the latest news of interest to marketing executives from Government and other authentic sources in Washington, appears every week in this magazine. It is furnished by the Washington Bureau of SALES MANAGEMENT.

Sugar Institute Suit

Suit against the sugar "trust" by the Department of Justice has been expected for several months, and the department anticipates a hard-fought case. The spread between cost of raw product and selling price is said to have been the cause of the investigation leading to the suit. It is also thought that the department is preparing to file suits against several other large trade organizations, in a determined campaign against everything that looks like widespread price-fixing and restraints of competition.

Buying Political Influence

A recent consent decree, resulting from prosecution by the Department of Justice, should serve as a warning against the employment of those who profess to have political influence, according to a prominent Washington attorney. "The association attacked," he said, "thought that it was immune because it had employed counsel who was a favorite of the administration, and undoubtedly the department soaked the association a little harder because of this assumption. Moneys spent for political influence are worse than wasted."

Practices Not Condemned

Simplification and uniform cost accounting have not been questioned, in their economic application, by any of the recent anti-trust suits brought by the Government. This is contrary to reports that the Departments of Justice and Commerce are at odds over the adoption of the practices. It is only the illegal use of simplification and uniform cost accounting in some form of price-fixing that has been condemned.

Chaos in Oil Industry

Oil industry representatives, to the number of about 150, meeting last Tuesday with the Federal Trade Commission to protest against the discarding of the rules of the recent petroleum trade practice conference, disclosed that many hundreds of small and some large operators will be put out of business if certain present practices are not eliminated. In explaining the greatest evil of the industry, the first spokesman explained that, due to over-expansion, overproduction and depressed conditions, petroleum distribution is being conducted like the brewery business before prohibition. By leasing stations, furnishing equipment and stock and offering rebates and other inducements, the distributors have put thousands of irresponsible people in business, and without investment on their part. The result is chaos in the industry.

Favor Group II Rules

The code of ethics of the petroleum industry was signed by approximately 16,000

companies. Commissioner McCulloch questioned the meeting as to the number of violations, and was informed that there had been many, mostly due to ignorance, but that the great majority of the industry are behind the code and willing to live up to it. And from the discussion it appears that the industry feels the adoption of Group II rules will have great educational value.

No Profit for Anyone

A surplus of distribution to an extent that is exceedingly costly and wasteful has resulted from "free deals" in the oil industry, the commission was informed. The deals are in the form of loans of equipment—pumps, tanks, air compressors and electric light plants—and free painting, and add greatly to the cost of distribution. Figures from a confidential report of an investigation showed that there are 311 filling stations within forty-six miles on the Boston Post Road, north of Port Chester. These stations operate 1,025 pumps, and have required an investment of nearly \$4,500,000 in equipment, land and buildings. Their multiplicity spreads distribution so thin that "there is nothing in it for anyone."

Trade Practice Rules Reviewed

Encouragement has been offered by the Federal Trade Commission by its announcement of the completion of its task of reviewing the rules of practice adopted by close to eighty industries at trade practice conferences. The announcement states: "While details will not be made known until the statements concerning each industry are released for publication it may be said that Group II rules, which relate to expression of the trade, are being generally retained in the language of the industries although there are some changes suggested by the commission." Statements for the luggage and athletic goods industries have been released.

Anti-trust Laws Revisions

Modification of anti-trust laws will be possible next session if intelligent amendments are demanded by a sufficient number of business men, and if adequate proposals in the public interest are forthcoming. The American Bar Association and the National Association of Manufacturers held meetings to this end in Washington last week. Every trade association worthy of the name should consider the subject carefully before next December and offer Congress concrete suggestions for amending the Clayton and Federal Trade Acts.

Chain Store Report

Chain store investigations made by colleges and trade associations have doubtless caused the prevalent rumor that the Federal

Trade Commission has failed to procure sufficient data on price concessions and rebates granted by manufacturers to mass buyers, and that it has employed a private agency to accomplish this part of the work. Officials of the commission vigorously deny that they have had any serious trouble in getting all the information desired from manufacturers, and state that they have not employed any outside agency to conduct any phase of the chain store investigation. The first and a comprehensive part of the report on chain stores will be delivered to Congress the first part of next December.

Indiana Chain Tax Case

Chain tax decision by the Supreme Court in the Indiana case is expected soon. This decision will not only affect the validity of similar legislation in a number of states, but will have a bearing on federal legislation during the next session of Congress. The Indiana law, passed in 1929, attempts to check the expansion of chains by taxing them at a rate ranging from \$3 for one store to \$25 for each store over twenty.

Congress and the Chains

Federal chain legislation is not expected to be concerned so much with taxation as with methods that offer unfair competition to independent dealers. Fairly assured is a federal law to prevent chains from reducing prices to eliminate competition in new territories. A great many complaints have been made to members of Congress regarding the practice of large chains in selling at lower prices in one state or section than in others.

Curbing Congressional Radicals

No higher taxes this year, according to the assurance of President Hoover, is considered a wise political move to restrain the radicals in Congress. The present rate of taxation will maintain a heavy Treasury deficit, which will tend to prevent debenture, bonus, subsidy and other costly schemes with the purchase of votes as their principal purpose. However, the President has said nothing about higher taxes next year, and certain well-informed officials express the opinion that a heavy increase will be felt by those whose incomes are in the higher brackets.

Simplified Practice

In its campaign for the elimination of waste through simplified practice, the Bureau of Standards has recently published four recommendations: "Bedsteads, Springs and Mattresses" (Second edition, R2-30), "Restaurant Guest Checks" (R113-30), "Bell-Bottom Screw Jacks" (R97-30) and "Dental Brush Wheels" (R116-30). These reports are sold at five cents each by the Superintendent of Documents.

Business Is Better, Says Canada Dry Launching Biggest Expansion Plan

NEW YORK: Convinced that the trend of business has turned definitely upward, Canada Dry Ginger Ale, Inc., New York, inaugurated this week, after a year's delay, an aggressive expansion program—lowering the retail price of its Pale Dry and Sparkling Lime beverages 20 per cent and launching a sales and advertising program, which in the next two months will be substantially larger than for any similar period in the company's history.

"We had originally planned to make this price reduction about a year ago," Parry D. Saylor, president, explained in a letter to stockholders. "After careful consideration, however, it was decided to delay the move until there were indications that the general business trend was changing and starting on the upturn. It was your management's opinion, based specifically on observations during the 1921 business depression, that a price reduction made in an effort to broaden the manufacturer's market was not particularly effective during a period of continuing decline in general business, but that such a move could be most advantageously made after commodity prices had reached the bottom and business had approached an upturn."

Lower cost of materials and production economies are responsible for a reduction in the price of jobbers and chains from \$6.30 to \$5.20 a case of forty-eight bottles. The company believes that the additional volume achieved will more than compensate for the lower prices.

"We have always realized that the market for Canada Dry Ginger Ale was several times as great as the one we were reaching with our present prices," Mr. Saylor said. "The move to broaden our market by making a reduction in our price, however, had to be timed with the accomplishment of many things.

"First, complete distribution had to be secured. In the last few years we have secured distribution of Canada Dry in retail stores in practically every town and village in the United States. We are now, therefore, in a position to solicit mass business with mass advertising, planned and scheduled on a basis which, with this complete distribution, will be economical but which a few years ago would have been quite wasteful because of our incomplete distribution.

"The cost of all items of production—glass, boxes, extract, etc.—had to be brought down to the lowest point without impairing the quality of our product, and simultaneously we had to plan for the increased production that a price reduction would make necessary.

"Largely instigated by ourselves, research was undertaken by many glass manufacturers to reduce the cost of bottles, the largest item of our raw material. Similar steps were undertaken with our package manufacturers (both wood and corrugated paper), crown manufacturers, and the producers of every item going into our finished product. As a result of these efforts we have been able to reduce our cost of all these items. One of the outstanding factors in this connection has been the material reduction in the cost of the production of our ginger extract through the use of the Lloyd process which we now control. "Our production department over a period of time has been able to make material reductions in our operating costs. The development of special machinery has been an outstanding factor in their work."

On Thursday evening, March 26, a night letter was sent to the company's 1,400 jobbers throughout the United States telling them that a registered letter would reach them the next morning, which would give details of the new policy. The registered letters were mailed to be delivered on Friday, March 27. The company checked carefully with the postoffice and "staggered" the mail to insure that all the letters would be delivered on the same day.

In addition to the lower prices they described a reimbursement plan to compensate the jobbers and the 400,000 dealers for the stocks they had on hand.

"Ordinarily when a manufacturer's prices are reduced," the company said, "the retailer must choose between two undesirable courses. He must reduce his consumer price immediately and suffer a loss on his inventory; or he must try to work off his inventory at the old consumer price, thus losing prestige in his community and also losing actual sales to his competitors who may be selling it at the new reduced consumer prices."

Canada Dry therefore notified jobbers that it would include in the shipment

of all orders received between April 1 and 21 one extra case at no charge for every five cases of Pale Dry or Sparkling Lime which they purchased. "These extra cases," it was pointed out, "will be given jobbers for the purpose of enabling them to pass on to their dealers one case free with every five cases ordered from them between April 1 and April 21 for delivery prior to April 30. Thus for the limited period of three weeks, each dealer will receive \$7.68 worth of Canada Dry (figures at 16 cents per bottle—the lowest consumer price recommended in any city) for every five-case order given his jobber." By this plan the dealer is reimbursed for any loss he might otherwise sustain on his stock on hand and is likewise enabled without loss to immediately commence selling to the consumer at the new price.

Canada Dry maintains factories at Hudson, New York, and Chicago. Throughout the east and middle west the company has been able to maintain a "recommended" retail price of about 20 cents a bottle—this price being usually higher in the south and far west, and lower in the large chains. Under the new plan the company recommends a price of 16 cents a bottle. In preparing window and counter display material to announce the new low prices, however, the company has taken these variations into consideration. Stickers for each of several amounts are supplied for insertion on the material.

The advertising program started Thursday, April 2, in 256 newspapers—space being taken in the major markets. These are being followed by a second page insertion in major markets a week later and three 1,350-line advertisements spaced over a period of five weeks. In smaller cities the amount of space and number of insertions is less. The campaign is supported by double-page four-color spreads in two magazines. The new policy is being inaugurated at the start of the biggest ginger ale selling season. The company operates under the district manager system—the district managers and assistant district managers contacting with jobbers, zone men with jobbers and dealers and specialty men with dealers. In New York City alone the company employs about twenty men to contact exclusively with dealers.

MACFADDEN PUBLICATIONS INCORPORATED

ANNOUNCE THE
ACQUISITION OF

LIBERTY MAGAZINE

EFFECTIVE APRIL 1, 1931

LIBERTY will continue to be published under
the same editorial policies that have been
effective in acquiring for it the largest single
copy sale in the world



Children at the West End Health Unit, Boston, try out the vitamin bread

General Baking Appeals to Doctors and Public in Vitamin D Campaign

NEW YORK—One hundred messenger boys delivered 9,503 loaves of bread to doctors, dentists and health officials and workers of Greater Boston in six days recently in the first step in an extensive program by General Baking Company, New York, to promote its vitamin D bread. Advertising in the *American Medical Association Journal* will start April 11 and in the *Dental Journal* later.

Double-page newspaper spreads throughout the east and middlewest, where the company's fifty plants are located, will be employed to announce the new process to consumers—to be followed by full-page and other large advertisements, Frederick H. Frazier, chairman of the board of General Baking, explained to this magazine. "The circulation total for our twenty-two eastern plants alone," he added, "will represent 10,000,000 readers."

General Baking has acquired from the Paediatric Research Foundation of Toronto the exclusive rights in the United States for a process to incorporate the "sunshine vitamin" in its Bond bread. The basic patents are owned by the Wisconsin Alumni Research Foundation. A small royalty on each loaf will be paid to Wisconsin and Toronto, both non-profit institutions, to be devoted to child welfare and further nutritional research. In connection with the advertising program in Boston, the product was "sampled" among children in the city's institutions.

"There will also be four radio shows a week in the metropolitan centers,"

Mr. Frazier said, "—two evening 'sunshine' programs, with a master of ceremonies and stage and sport stars as guest speakers, and two morning programs, featuring talks by local health authorities. These sunshine programs will be in addition to the regular Friday morning network program featuring Sanderson and Crumit. "Other features of the campaign include 4,000,000 folders presenting a digest of a textbook on vitamins; twenty million inserts in bread wrappers and 5,000,000 celluloid sunshine buttons."

Ultra Violet Rays Make Pullets More Prolific

KANSAS CITY—A seventy per cent increase in egg production by pullets treated two hours daily with ultra-violet rays was reported this week following a test sponsored by the Missouri Public Service Company, Warrensburg, Missouri, and the General Electric Supply Corporation of this city.

A flock of pullets was divided into groups of 180 each and housed in a two-section hen-house. Each group received the same food and ventilation, but group A was treated with ultra-violet radiation by means of two sun-lamps suspended above the feeder.

Group A produced 2,150 eggs in a month, group B 1,262.

Liberty to Macfadden; Tribune Group Gets Detroit Tabloid

NEW YORK—*Liberty* Magazine was purchased this week from the Patterson-McCormick interests of Chicago by Macfadden Publications, Inc., New York City. A separate subsidiary, probably known as Liberty, Inc., will be formed by the new owner. The sale is believed to have been made on *Liberty's* initiative.

At the same time the Detroit *Illustrated Daily*, a Macfadden tabloid newspaper, was sold to Patterson-McCormick.

The name, editorial policies and format of *Liberty* will be continued as at present, and the advertising sales staff will be taken over virtually intact. Lee Almaker will become publisher, Fulton Oursler supervising editor and Sheppard Butler will retain his executive editorship. O. J. Elder of the Macfadden group has been made advertising director.

Liberty was established by the Patterson-McCormick group, also publisher of the Chicago *Tribune* and the New York *Daily News*, in 1924. It had a rapid rise in circulation to its present level of about 2,500,000, but advertising did not increase commensurately.

The nucleus of the Macfadden Publications, which until this week comprised nine magazines, four daily newspapers and two business and financial papers, was *Physical Culture*, launched by Bernarr Macfadden twenty-five years ago. The most successful paper in the group is *True Story*, which has made a profit every issue since it was established in 1919, and has just closed its books for the first half of 1931 with an increase of \$175,000 over the same period of 1930. In the last five years its gain has been at the rate of \$500,000 a year and its billings for 1931 are expected to exceed \$4,000,000.

The Macfadden Publications comprise: *Liberty*, *True Story*, *Physical Culture*, *True Romances*, *True Experiences*, *True Detective Mysteries*, *Dance*, *Ring*, *Dream World*; *Model Airplane News*, *Automotive Daily News*, *New York Daily Investment News*; *New York Evening Graphic*, *New Haven Times* and *Philadelphia Daily News*.

A fund of \$200,000 is being raised by On-to-Oregon, Inc., for a nation-wide campaign this year to promote the tourist attractions of the state. Several of Portland's most successful insurance salesmen have been selected as division managers to sell the program to Portland and Oregon people.

Account Changes

BRISTOL-MYERS COMPANY, New York (subsidiary of Drug, Inc.), Vitalis, hair preparation (just purchased by Drug, Inc., from Lewis Brothers, Inc.), to Pedlar & Ryan, Inc., there.

WHEATSWORTH, INC., New York, Wheatworth crackers, flour and cereals; CURTIS LIGHTING, INC., Chicago, lighting equipment, and SOFT-LITE LENS COMPANY, New York, Soft-Lite lenses, to the Romer Advertising Service, Washington, D. C.

INTERNATIONAL PAPER COMPANY, New York, Adirondack Bond and Adirondack Ledger papers, to Glaser & Marks, Inc., Boston.

MELANSON SHOE COMPANY, Manchester, New Hampshire, children's shoes, to Harry M. Frost Company, Boston. Newspapers and direct mail.

DUGAN BROTHERS, INC., Brooklyn, baker of whole wheat and unbleached flour food products, to Richardson, Alley & Richards Company, New York City. Newspapers in metropolitan area there.

CURVFIT SALES CORPORATION, New York, Curvfit razor and accessories for women, to the Arthur Hirshon Company, Inc., there. Magazines and newspapers.

HOTEL ASTOR, New York, to World Wide Advertising Corporation there.

ADAMS-CATES COMPANY, Atlanta, realtor, to Gottschaldt-Humphrey, Inc., Atlanta. Newspapers and direct mail.

Kent, G. E. and R. C. A. Launch Midget Models

NEW YORK—The midget trend is gaining ground in the radio industry. Three large manufacturers, Atwater Kent, RCA-Victor and General Electric, have just announced several small new models—Atwater Kent featuring the Pentode Audion, a screen grid tube which is said to have twice the available undistorted output and six times the amplification of the usual three-element tube.

General Electric has announced three small sets at \$82.50, \$62.50 and \$72.50. The \$82.50 model is a console thirty-eight and one-half inches high and the \$72.50 carries an electric clock.

The new Superette of the RCA-Victor Company is an eight-tube super-heterodyne model in a small cabinet, which features tone color control and sells for \$67.50.

In the last six months the majority of the radio manufacturers have introduced midget models.

WHAT ABOUT YOUR DISTRIBUTION?



IT'S an old story to us—"Well, yes, we'd like to sell our merchandise to small town people but we haven't the distribution." Let's see.

Here's a prospect on 242nd Street in New York. It takes an hour to get downtown—crowded subway—then a walk—another hour to get home—half a day gone—all worn out.

Here's a prospect in a small town 75 miles away from Omaha. It takes two hours to drive in comfortably—shop around easily—back home in half a day—fresh as at the start.

Small town people can, will and do buy your merchandise even though your distribution be limited to cities of 25,000 and over. Many figures prove it.

That's why many national advertisers are buying space in **HOUSEHOLD** and selling this important third of our population.

The HOUSEHOLD MAGAZINE

A CAPPER PUBLICATION . ARTHUR CAPPER . PUBLISHER

New York
Cleveland

Chicago
Topeka

San Francisco
Kansas City

Detroit
St. Louis

Smith Joins M. K. T.; Road Adds Industries in Reorganization

ST. LOUIS—George C. Smith, for the last three years director of the Industrial Bureau of the Industrial Club of St. Louis, has been made general manager of the Missouri-Kansas-Texas Railroad in charge of freight and passenger traffic and industrial developments, with headquarters here.

Pending permanent arrangements, E. S. Tompkins, assistant director, will take over Mr. Smith's duties.

Mr. Smith's appointment by Missouri-Kansas-Texas, M. H. Cahill, president, announced, is in line with the policy of the railroad to strengthen its public relations. Mrs. Charles N. Whitehead was appointed assistant to the president last December to direct the organization from a woman's viewpoint and to seek refinements in service. Mr. Cahill became president last October.

Mr. Smith was formerly head of the industrial department of the Baltimore & Ohio Railroad, and later organized an Industrial Bureau for the Baltimore Board of Trade, said to be the first bureau of this kind in the United States. He is now chairman of the American Industrial Development Council for the seventh consecutive year.

During 1930, 213 new industries were located on Missouri-Kansas-Texas Lines, representing an investment of about \$5,250,000.

Chicago Business House to Boost Local Goods

CHICAGO — A "Chicago Products Week" will be held here April 18-25 under the auspices of the Chicago Association of Commerce.

Special merchandising events featuring locally manufactured goods will be supplemented by window displays in retail stores and a program of advertising and publicity.

Wheeler Sammons, president, Utah Radio Products Company, is chairman of the committee for manufacturers, and Werner A. Wieboldt, Wieboldt Stores, Inc., for retailers.

Studebaker Trucks Gain

SOUTH BEND—Studebaker trucks have climbed from eighteenth to sixth place in registration in the last five months, G. H. Wondries, vice-president in charge of sales of S. P. A. Truck Corporation, announced this week. Studebaker, whose volume is exceeded only by Ford, Chevrolet, International, Dodge and G. M. C., recently introduced a two-ton model at \$895 and one and one-half ton model at \$695.



George C. Smith

Sales Management Course for Executives at Harvard

BOSTON—The Fourth Special Session for Business Executives will be held at the Graduate School of Business Administration of Harvard University, Boston, July 1-31. It will be devoted to finance, public utility management and economics, railway transportation, retail distribution and store management and sales management and industrial marketing.

The last course, under H. R. Tosdal and H. T. Lewis, professors of marketing, is "intended to furnish the general marketing background for discussion of more technical sales management problems"—covering also problems relating to organization of sales and marketing departments.

14 Carloads of Tubes

NEW YORK—Fourteen carloads of radio tubes were shipped in twenty-three days last month by the National Union Radio Corporation, to manufacturers who are using them as standard equipment.

92 Per Cent of Americans Needn't Pay Income Tax

CHICAGO—Ninety-two of every 100 American families were unable to earn enough in 1929 to require filing a personal income tax report, L. C. Harbison, president of Household Finance Corporation pointed out this week. The incomes of these families averaged about \$41 a week, those of the remaining eight \$200.

A & P to Open Stores in Northwest; Tries "5 and 10" Plan

SEATTLE — The Great Atlantic & Pacific Tea Company, New York, largest retailer in point of sales volume and number of stores, plans expansion soon in the northwest.

Until a few months ago A & P retail operations were confined to the territory from the Atlantic seaboard to Omaha. Last year the company expanded to Los Angeles.

Although this will be the first time the company has operated stores in the northwest, it has been active there for some years as a large buyer of salmon and fruit products—having six salmon canneries in Alaska with an annual pack of 250,000 cases and buying last year \$11,000,000 worth of fruit.

A & P sales volume last year was \$1,200,000,000. The company now has 15,700 stores and employs 81,000 persons. In addition to the customary neighborhood "red fronts," the unit sales volume of which has averaged about \$70,000 a year, the company is experimenting with other types. A million dollar "grocery department store" was recently opened in downtown Philadelphia. Another experiment is the opening of three units in Toledo with a complete line of groceries selling at ten cents and less.

Tobacco Chains Declare Price-Cutting Truce

NEW YORK—A truce has been declared in the price-cutting war between the tobacco chains.

Schulte Retail Stores Corporation and United Cigar Stores Company increased the price of tobacco and other articles on April 3. It is expected that cigarettes will be raised to a level of fifteen cents a package and two for twenty-seven.

The increases are expected to be of benefit not only to the chains but to independent retailers. The price-cutting war which has been going on for some time was precipitated by reductions in chain grocery stores. One of the largest of these chains is advertising the four leading brands at one carton for \$1.19 or at a rate of less than twelve cents a package.

Ward Promotes Edwards

Earnway Edwards has been appointed general sales and merchandise manager of the 550 retail stores of Montgomery Ward & Company, Chicago. Joining the company fifteen years ago, Mr. Edwards in 1928 became merchandise manager of Ward's "B" stores.

Gossip

Freeze-Vogel-Crawford, Inc., Milwaukee agency, has inaugurated a monthly news publication devoted to current campaigns of its clients, under the title *Campaign Comment*. . . . ROBERT H. OTTO, an account executive with Jordan Advertising Abroad, Inc., has been elected a vice-president of the company. . . . GEORGE HARRISON PHELPS of Detroit, head of the agency of that name, has been elected chairman of the American Committee (General John J. Pershing, Parmely Herrick, Whitney Warren, C. Bascom Slemph and others) for the International Colonial and Overseas Exposition, at Paris, May 1-October 1. . . . Hammel Advertising Corporation, Los Angeles has moved to larger quarters in the Associated Realty Building. . . . LOUIS F. BOITANO, until recently treasurer of John D. Boyle, Inc., and previously with the I. Miller Shoe Company, New York, is now general manager of World Wide Advertising Corporation there, succeeding WILLIAM G. FALLON, resigned. . . . EARL K. STEVENS, secretary of O. S. Tyson & Company, Inc., New York agency, has been elected vice-president, and Miss E. M. O'NEILL, office manager, secretary. . . . HERBERT I. SLIFER, formerly with Topics Publishing Company, New York, has been appointed eastern advertising manager at New York for North American Almanac Company, Chicago. He will also edit a house organ, *Merchandising Druggist*. . . . STUART K. MACNIVEN, of the Chicago office, is now head of the service detail department at New York for Erwin, Wasey & Company, Inc. EDMUND B. RUFFNER has joined the radio department, where he will produce programs and be guest announcer on several of them. Mr. Ruffner has been assistant sales manager of the Judson Radio Program Corporation, an NBC announcer and a light opera star. . . . WILLIAM H. RANKIN, of William H. Rankin Company, Inc., New York agency, made a trip to Washington last week to take the oath of office as Lieutenant Colonel in the Special Reserve Corps of the United States Army. The office is in recognition of service rendered during the war. . . . JOSEPH H. APPEL, of John Wanamaker, New York department store, and treasurer of the Advertising Federation of America, was the guest of honor at a luncheon at the Hotel Continental, Paris, March 17—the hosts being M. Marcel Knecht, general secretary of the *Matin*, and Laurence Hills, managing director of the New York *Herald* (Paris edition). . . . WILLIAM J. NOBLE is now an account executive with the Frank M. Comrie Company, Chicago agency. Mr. Noble pioneered the automobile page of Detroit *Free Press* in the "one-cylinder days," and for many years was director of the automobile advertising department of the Cleveland *Plain Dealer*. . . . Coincident with his withdrawal from partnership in the Thomsen-Ellis Company, Washington, FRANK ROMER has organized the Romer Advertising Service with offices in the Woodward Building there. ROBERT FREDERICK and R. E. PELL, formerly with Mr. Romer, have been appointed, respectively, art director and copy chief for the new agency.

The Evening BULLETIN



In New England's
2nd Largest
Market



The Providence JOURNAL



*How great a
Buying Power
is really Added
by the JOURNAL?*

THE dominant position of The Evening Bulletin in the Rhode Island market is familiar to every space buyer. How important a reader group is added—not duplicated—by The Providence Journal, is widely but not yet completely recognized.

The morning Journal ADDS to the coverage of the Bulletin 21,564 families, with a buying power of \$115,875,550. Annual budgets of these families include:

Total Retail Purchases for Household Use . . .	\$41,306,960
For Clothing . . .	\$10,598,155
Food, Meals . . .	\$14,853,940
Drugs, etc. . . .	\$ 1,465,970
Jewelry, Silver \$. . .	612,675
Reserves for Savings and Unusual Expenses . . .	\$45,089,790
Home Furn'gs \$. . .	5,051,500
Automotive . . .	\$ 6,130,875
Cigars, etc. . . .	\$ 812,730
Books, Stat'y . . .	\$ 484,105

These 21,564 families, with incomes averaging over \$5,000 per family, are reached by The Journal at a (combination) rate of 7c a line. They represent the greatest aggregate of buying power which can be ADDED to the Bulletin coverage by any Rhode Island daily.

Total Journal Circulation
(Sept., 1930) 44,812

The Providence Journal

Morning and Sunday

The Evening Bulletin

Representatives:

CHAS. H. EDDY CO. R. J. BIDWELL CO.
Boston New York Chicago Los Angeles San Francisco Seattle

Separate Campaigns Will Promote Three Gillette AutoStrop Lines

BOSTON—Patent differences removed and an important competitor eliminated by merger, Gillette Safety Razor Company (now the Gillette AutoStrop Company) is starting out to increase its dominance in the safety razor market by promoting its AutoStrop and Probak lines in competition with the Gillette. Separate sales and advertising plans have been made to maintain the identity of each. All the United States and Canadian advertising, however, is being handled by Maxon, Inc., Detroit agency, while several agencies divide the foreign.

The new Probak and Gillette models for double-edged blades will have positioning lugs so placed that only blades of Gillette AutoStrop manufacture can be properly aligned in them.

Dealers have already been told of the company's plans in a preliminary direct mail campaign.

The advertising budget for this year, explained Charles Pritzker, advertising manager, will be practically as large as the actual amount spent by both Gillette and AutoStrop in 1930. It will probably total \$6,000,000.

About 1,500,000,000 separate "messages" will be delivered during this year—788,000,000 for Gillette, 555,000,000 for Probak, 157,000,000 for Valet AutoStrop.

Magazines, newspapers in cities of more than 50,000 population and a thousand newspapers in smaller towns will be employed for the Gillette and Probak. No newspapers will be used for Valet AutoStrop. Probak will carry a heavier schedule in magazines and Gillette in newspapers. The Gillette campaign will be institutional in character, based on the slogan "The vast majority demand Gillette." The Probak campaign will show the "shock absorbing blade" on which the legal controversy centered last year (the Gillette advertising being notable by its absence). Valet advertising carries along the idea of last year, with the keynote "Men who know steel prefer Valet; men who know faces prescribe it."

The campaigns will be run in virtually every country in the world.

Prior to its acquisition of AutoStrop last fall, the Gillette company was supposed to be doing 75 per cent of the safety razor business in the world. It is believed that this merger has increased the Gillette-AutoStrop proportion to about 85 per cent.

The list of members of the board of

directors and of officers, just published, shows that J. E. Aldred and King C. Gillette, chairman and president of the former Gillette company, retain their positions. Frank J. Fahey, former vice-president and general manager of Gillette, is a vice-president and N. R. Maas, former president of AutoStrop, a vice-president; and S. C. Stampleman, who has been vice-president in charge of sales of AutoStrop, has a similar position with the combined company. Henry J. Gaisman, chairman of AutoStrop Company, is a member of the board and of the executive committee.

J. J. McClellan has just resigned as sales manager of Gillette.



Walter W. Bertram

Bertram Will Supervise Industrial Chain Sales

NEW YORK—Walter W. Bertram, manager of the New York office of the Morse Chain Company, Ithaca, has been appointed sales manager of the industrial chain division. Mr. Bertram has been with the company for eighteen years.

Advance-Rumely May Join with Allis-Chalmers

MILWAUKEE — Merger of Allis-Chalmers Manufacturing Company, Milwaukee, and the Advance-Rumely Thresher Company, Inc., of La Porte, Indiana, manufacturers of farm machinery, is expected to be completed soon—creating a corporation with total assets of \$90,250,000.

Media

The publishers of *House Beautiful* are a bit bewildered over the success of a new trade index venture, bound into the regular monthly issue. Its purpose is to tip off retail executives, buyers and such, to the latest swerve in consumer demand and the newest ideas of the manufacturers, stylists and other successful merchandisers in the fields of furniture, floor coverings, lamps, linens, china, glass and kitchenware. The supplement has blown up the subscription list by more than 4,000 quality store names, the best furniture and department stores and decorators signing up for from one to sixty-nine individual subscriptions. The decorative research service of *House Beautiful* gathers the material for the trade guide and is at the beck of advertising agencies, manufacturers and style-merchandisers.

* * *

From the National Screen Advertising Bureau we learn that 6,000 theatres have now thrown their projectors open to direct advertising films in units of fifty feet each. This bureau will be glad to sit in on any session devoted to the whethers, whys, wheres and hows of manufacturers on the brink of breaking into the movies.

* * *

John H. Livingston, Jr., sells advertising space in the Fifth Avenue coaches, New York. Our fedora is off to Mr. Livingston for his hospitality in putting a bus at the disposal of the advertising convention to be held here June 14-18. It's fine manners and excellent business.

* * *

The report that the *Literary Digest* will discontinue its daily radio feature next month has been denied. It's been displaced by another—that the world's first plane card bears the advertisement of the *Literary Digest*. Its message will be read by the folk traveling on the Ludington Line, the system headed by Amelia Earhart.

* * *

Herb Stephen kept the operator at the office of the New York *Evening Post* busy the other day trying to get Birmingham, Alabama, 9-6131. When eventually he snared the number a telephone lady pattered crisply, "Good morning: Nunnally's have a sale on chocolates this week—Brown is featuring men's suits at ridiculously low prices—there is a good picture at the Gem Theatre this week—the correct time is 11:43 A. M." Birmingham 9-6131 is the number of the Correct Time Service, a new type of telephone advertising business in existence only a couple of weeks. So many people in Birmingham want to know the time badly enough to listen to the nifty little selling talk that prefaces the information, that they're having to install new trunk lines to take care of the heavy traffic. Correct Time Service is using newspaper space daily to make itself known.

* * *

Effective April 1 the Fort Worth *Record-Telegram*, *Star-Telegram* and *Sunday Record* reduced their complicated name to its lowest common denominator—and now the group will all be known as the Fort Worth *Star-Telegram*.

Bost of Toothpaste Fame Heads Orange Crush

CHICAGO—W. Dale Bost has been elected president and Neil C. Ward, chairman of the board, of the Orange Crush Company. Both Mr. Ward and Mr. Bost were formerly vice-presidents—Mr. Bost succeeding R. A. Doyle as president, and Mr. Ward assuming the new office of chairman. Mr. Bost is also a vice-president of Bost, Inc., (Bost toothpaste), manufacturing chemists of New York.

Orange Crush, manufacturer and distributor of soft drinks, is now an international organization with factories in Toronto, Sydney, Mexico City, Panama City, Buenos Aires, Rio de Janeiro, Montevideo, Santiago, Barranquilla, Colombia, London, and Barcelona. One thousand plants in the United States and 800 in thirty-six other countries are engaged in bottling its products.

New Eastman Film Needs Less Light

A new sensitizing material for photographic film has been developed by the Eastman Kodak Company, Rochester. The new "cut-film," known as super-sensitive panchromatic, is described as being three to five times "faster" than the ordinary film. The term "fast" means the degree of sensitivity to light. Photographers can now make pictures with from one-third to one-fifth the usual amount of artificial light.

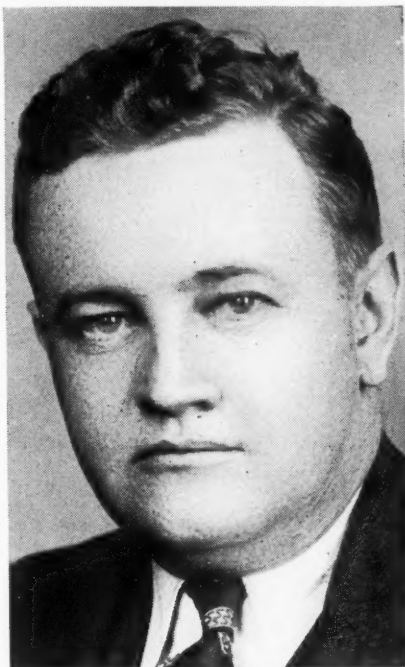
Convicts Have Contest to Improve Prisons

NEW YORK—The "idea contest" plan has gone to jail.

Prisoners in the eighteen penal institutions of New York City have been invited by Richard C. Patterson, Jr., Commissioner of Correction, to compete for cash prizes of \$50 and \$25 in criticizing the conditions under which they live and in offering suggestions for improvement.

A poster has been placed in all the institutions and copies have been taken to the cells of those in solitary confinement.

It mentions that "criticisms and suggestions must be in writing, placed in a sealed envelope, addressed to the Contest Committee, Department of Corrections, and handed to the warden of the institution in which the prisoner is held." The contest closes April 30.



E. H. McCarthy

E. H. McCarthy Heads Sylvania Tube Sales

EMPORIUM, PA.—E. H. McCarthy has been appointed general sales manager of Sylvania Products Company radio tubes here.

He was formerly eastern sales manager of the Grigsby-Grunow Company, with headquarters in New York, and then became general manager of its New England distributor.

Reo Acquires Dodge Plant for Canadian Operations

TORONTO—Reo Motor Car Company of Canada, Ltd., has been established in the former Dodge Brothers plant at Toronto to manufacture Reo cars, trucks and busses there.

The plant will eventually supply all units for Reo's British subsidiary, Reo Motors (Britain), Ltd., London.

R. G. Hudson is Canadian and export sales manager of the company and W. C. Turnbull, resident manager at Toronto.

Drug, Inc., Buys Vitalis; Bristol-Myers in Charge

NEW YORK—Drug, Inc., has purchased from Lewis Brothers, Inc., New York, Vitalis, a hair preparation which will be manufactured and sold by Bristol-Myers Company, a subsidiary.

Harold B. Thomas, who has been in charge of Vitalis sales and advertising with Lewis Brothers, has joined the sales department of Bristol-Myers to promote this product.

Prospects

flounder around hunting for your dealer.

Your National Advertising creates these prospects but it does not direct them to the local source of supply.

They fall into the hands of competitive dealers and the sale is lost.

The only remedy is a properly planned Dealer Help Campaign. It stimulates and **Directs** the prospect.

Such a campaign costs little and would justify itself as Insurance if it accomplished nothing else.

ASK ABOUT
THE EIGHTEEN MILLION
RATED FAMILIES.

The REUBEN H. DONNELLEY CORPORATION

320 East 21st Street
CHICAGO, ILLINOIS

79 Madison Avenue
NEW YORK CITY, N. Y.

1221 Wall Street
LOS ANGELES, CALIFORNIA

WE WILL CO-OPERATE
WITH YOUR PRINTER, AGENCY OR
DIRECT MAIL COUNSEL.

Editorials

BUSINESS MANAGEMENT UNDER TRIAL: The distressing period which made itself acutely felt in October, 1929, and now seems to be drawing to a close has tested business management with unusual severity. We know now better than ever that qualities of leadership which serve admirably in prosperous times are not always to be depended on when conditions are adverse. Many concerns that won encomiums for success when success was easy failed to hold their own when difficulties beset them. . . . The reasons for this are not obscure. Business is as subject to emotions as other affairs of life. When hope is in the ascendant creative faculties have free rein; decisive action is natural and native energies have full play. A clouded outlook inspiring fear is repressive; it checks creative instinct, begets irresolution and hampers constructive effort. Business management that makes the best of a bad situation frees itself from the trammels of personal feelings and keeps its mind on fundamentals. It adjusts its affairs to prevailing tendencies and looks for guidance to immutable facts that lie beneath the surface. To business management of this character periods of depression present unusual opportunities. Pursuing the even tenor of its way, it keeps headed toward a plainly seen goal whether its progress is fast or slow, looking to the causes rather than to the occasions of change in pace.

NEW ADVERTISING MEDIA: The Department of Agriculture is putting out a two-reel motion picture showing how prunes are grown and handled, and how they are marketed cooperatively; a bureau of the department is devoted to work of this kind. Many industries and large distributors are now using motion pictures as a means of promoting public interest in their operations and products. And motion picture theaters are accepting pictures of this kind as part of their programs. It is evident that we are well on the way to development of a new medium for commercial exploitation. The radio, enlarging the range of our ears to all parts of the world, has taken a definite place in this field through the agency of the spoken word. The film, extending our faculty of observation by sight, is adding still another facility to the means of attracting the attention of possible buyers of goods. . . . Some publishers, whose stock in trade is the printed page, view these accessions to advertising media with dislike. They fear that any departure from the older forms of advertising, by taking a part of the advertising appropriation, will cut down the publisher's

share. This view, we believe, is mistaken. The experience of most large advertisers is that the new advertising media are useful mainly in energizing the older media. The average man or woman whose ear or eye has been caught by the fleeting word or picture responds more readily to a printed account of what has been heard or seen. The impulse of desire may be aroused by the passing show; the published details are needed to give this impulse practical effect. Temporarily new advertising media may tend to spread out the appropriation. In the long run, if they are sound, they can only enhance the value of the advertising medium which does the job completely.

WHERE LABOR'S INTEREST LIES: It is estimated that industrial corporations' earnings in 1930 were 45 per cent less than in 1929. This estimate is based on income reports from 1,174 concerns showing a decline of 41 per cent. Current financial news tells of numerous reductions in dividend disbursements. This means of course that returns on capital were cut very substantially last year. Theoretically wages were not reduced. The number of employed workmen was sadly diminished but supposedly the wages paid to those on the job remained at the level of 1929, and from many important places we have been assured that the best hope of recovery from depression lies in maintaining high wages so as to assure maximum consumptive demand for goods. . . . If unemployment was at the minimum, this theory might be very generally accepted. Every humane person would like to believe it. The concurrence of high wages and prosperity before the collapse in 1929 encouraged belief in its soundness and gave heart to those who labored to establish the principle long before employers were willing to act on it. But it is these pioneers in fair industrial relations who are now protesting against abuse of their own doctrine. The point of their protest is not that wages should be reduced because times are hard, but that wages should be readjusted in accordance with the lowered level of the cost of living. Otherwise, they say, the number of jobs available cannot very well be increased, and since production costs cannot be reduced if labor costs remain disproportionately high, consumption will be checked. It is as friends of labor that they call attention to the further fact that, under the conditions prevailing in 1930, capital will not be prompted to investment in productive enterprises, the main hope of increased employment. To this reasoning no friend of labor as a whole can find reasonable objection.

Executives Seek More Help from Business Papers

(Continued from page 24)

built up a complete library of representative publications in the business and industrial fields of all the principal countries of the world. For many of these there is a steady demand. The beautiful German magazines devoted to commercial art, for instance, with their startling designs and skilled application of color in the modern manner, are in constant use.

Manufacturers send their designers to the library for material that will suggest new merchandise or new forms for standard merchandise. Some time ago a designer for a novelty company came in and asked for pictures and articles concerning native jewelry in Africa. We gave it to him. Several months later, going through the trade publications to index their contents, we found advertising and news articles presenting a line of smart new costume jewelry. We easily recognized the designs. They were adapted from the "costume jewelry" of the West African belles as depicted in our photographs.

Wood Grain Designs

On another occasion a man requested pictures of wood grainings—cross cut, quarter-sawed, etc. He came to the library daily for several weeks, spending several hours at a time studying them and copying them. A few months later we found articles and photographs presenting a new line of silks with designs taken from the natural grain of various woods. There is an embroidery manufacturer who comes to us regularly, three or four times a year, for new ideas that can be worked out as designs by his embroidery manufacturing machines. For this purpose he studies publications in the fields of commercial art, textiles, novelties, jewelry, ceramics and sometimes others even further removed—wood work, architecture.

A man engaged in the extensive production of tomatoes asked for all trade journals in the fields of packing, canning and distribution, in order to work out the solution of his marketing problems.

One of the things that keep us busy is seeking out of material for speeches, reports or articles prepared by business men. We are asked for information on matters as widely separated as how to manufacture doughnuts and what to put into a direct mail campaign—and so well are the business and trade publication doing their jobs that it is rarely indeed that we are unable to satisfy a request.



RADIO ADVERTISERS

There is a gold mine of valuable information for you in the RADIO STATION SERVICE, published by Standard Rate & Data Service.

With it you have at your finger-tips the latest available complete and accurate information about all stations that sell time on the air.

Wavelength, operating power, station and talent charges, chain affiliations, mechanical program facilities and dozens of other items of helpful data are shown. And it's all in easy-to-find and concise form.

Specimen pages and further information will be cheerfully sent for the asking.

STANDARD RATE & DATA SERVICE

The National Authority

536 LAKE SHORE DRIVE

CHICAGO

What the Sales Management Washington Bureau Will Do for You

In addition to furnishing executive readers with authentic reports of governmental and private organization activities that have an important bearing on business, The Washington Bureau will accept custom assignments on a moderate per diem fee basis, from manufacturers who wish special information from Washington sources.

Through this service, SALES MANAGEMENT offers an opportunity for companies to conserve their own executive time and money which might otherwise be invested in trips to Washington for special investigations on pending legislation, trade-mark matters, the gathering of statistical data, and similar missions. . .

Executives interested in availing themselves of this confidential service are invited to address inquiries to

The Editor,
SALES MANAGEMENT
420 Lexington Avenue
New York, N. Y.

Curtiss-Wright Builds Its Line to Dealer "Specifications"

(Continued from page 15)

dividuals. Business companies and business individuals constitute an increasing share of the total.

Of the total advertising budget of Curtiss-Wright for 1931 (about \$350,000), 90 per cent of the sum spent on actual advertising will be for direct mail and other dealer helps and 10 per cent for aviation trade papers. Much of the direct mail will be aimed directly at business men prospects. The company sent to dealers this month a book of letters from executives in various lines of business telling how Curtiss-Wright planes and engines have been effective in speeding up their work and economizing their time. Among these executives and companies were Harry L. Ogg, president of the Automatic Washer Company, Newton, Iowa; Black & Decker Manufacturing Company, electric tools, Towson, Maryland; Anchor Post Fence Company, Baltimore; D. J. Moran, president, Continental Oil Company, Ponca City, Oklahoma; Harry H. Culver, former president of the National Association of Real Estate Boards, Culver City, California; Union Oil Company, Los Angeles; D. K. Baxter, Frigidaire distributor at Sioux City, Iowa; and Hotel New Yorker, New York City.

Time-saving "Air Offices"

The executives used their planes for many purposes. Mr. Ogg, his six-place Travel Air monoplane fitted up as an "air office," covered forty-two states and several provinces of Canada in thirteen months. In this period the plane was in the air 979 hours.

Continental Oil, Mr. Moran wrote, maintains three planes—two for transporting company executives around the country, the third assigned to the manager of the aviation sales department. Mr. Moran figured that the use of planes saved "some fifteen days of executive time during this one month."

Several of the executives appended the "logs" and operating budgets of their planes over fairly long periods. In a number of cases they found costs, such as depreciation of motor and plane, to be less than they had estimated.

Perhaps the greatest immediate problem before the Curtiss-Wright corporation is to develop markets so that its dealers can secure their share of the potential business. Curtiss-

Wright is the only company in the industry with a nation-wide distributing organization. The 200 dealer-distributors are under the supervision of seven regional sales managers, who contact with each of them on an average of every thirty days and who report directly to Mr. Beech.

The company has cut down its own unit profit on planes to a minimum, to be able to give dealers the largest possible discount.

To round out their volume and profits, most of the dealers sell accessories and service. Many maintain flying schools, do aerial photography and conduct air tax services.

2,000 Aviation Fields

(There are now about 2,000 fields in the country and the number is expanding at a faster rate than the production of planes. Adequate and convenient landing facilities are as important to aviation as surfaced roads to the automotive industry. The development of "helicopter" and "autogiro" planes, on which several manufacturers are now engaged, is expected by providing vertical take-offs and landings, to reduce the amount of space necessary for fields and to make airplane transportation more convenient to use.)

Ninety per cent of the Curtiss-Wright dealers are pilots. The average dealer organization includes a president (who is also a pilot and salesman), a treasurer, to handle the books, one or two pilots for demonstration and transport work, two or three mechanics and a stenographer. In view of the fact that the sale of fifteen planes a year represents a better-than-average record, it is obvious that the dealers, for the present at least, must rely on incidental services to make their business profitable.

The company believes, however, that the sale of planes will represent their greatest ultimate opportunity. By improving the product and reducing the price; by stimulating active dealer cooperation, not only in selling their planes but even in designing them for a wider market; by showing more and more people the advantage and economy of flight, Curtiss-Wright is endeavoring to stabilize the business of all the factors in its own organization and to do its share in providing for the sound development of the industry as a whole.

Resale



Price



Maintenance

Do You Know

- what you can lawfully do to maintain resale prices?
- what you cannot do lawfully to maintain your resale prices?
- why legislation like the Capper-Kelly Bill cannot pass?
- the kind of price control legislation that can be passed in the common interest of manufacturer, distributor and consumer?
- what is necessary to eliminate the business cycle?
- what is the real trouble with the Trade Practice Conference?
- what is required to put the Trade Practice Conference on a sound working basis?

Price Control in the Public Interest

BY NELSON B. GASKILL

"Price Control in the Public Interest" is the first comprehensive report dealing with the legal aspects of price maintenance in relation to unemployment, wages and purchasing power. It also presents for the first time the idea that in order to secure continuity of employment and reasonable wages, it is necessary to protect both the manufacturer and the distributor from the evils of predatory price-cutting. And it presents for the first time a course of legislative action which equally serves the common interests of the manufacturer, the wholesaler, the retailer and the public.

Mr. Gaskill has been a practicing lawyer in the business field for many years. He was formerly chairman of the Federal Trade Commission, and

was chosen by Mr. Hoover, when he was Secretary of Commerce, to write the chapter on legal relations for the text book on Trade Associations published by the Department of Commerce. He is a member of the New Jersey Bar, and among other activities is president of the Lead Pencil Institute. Noted for his ability as a business analyst and economist, he is probably the best qualified authority in America to present a report on the subject of price maintenance which combines both the legal and economic points of view with an understanding of business practice.

The price of this report is \$5 a copy. Enclose check or tell us to charge you, and address—

Washington Bureau of Sales Management

950 National Press Building

Washington, D. C.

**SALES
MANAGEMENT**

25

Weeks More!

The 1931 Edition Will Be
Published September 26th

**MARKETS AND MEDIA
REFERENCE NUMBER**

"Your Reference Number was found to be a very valuable book in figuring our market for both battery type radio sets and electrical sets."

CROSLEY RADIO CORPORATION




**Meet This MAN
FACE to FACE**

*To discuss his possibilities
in relation to your business*

He is now advertising manager of a nationally known corporation... Has organized a department which executes advertising and merchandising campaigns from research to electros... Background includes thorough experience as a writer, artist, business man... Has personal equipment for handling complete merchandising phase of manufacturer's business.

Box 290, Sales Management



BUSINESS BUILDERS

Practical "good-will" items of genuine leather

Valuable Paper Wallets — Tumble Calendars — Memo Pads — Billfolds — Golf Score Books — Key Cases — etc. — all "Business Builders!"

Send for folder and prices

Also, complete line Art and Business Calendars, Pencils, Signs and Novelties.

THE MEEKER CO., Inc., Joplin, Mo.

MEEKER
MADE
in leather
Specialties

Does a One-Price Policy Really Pay?

(Continued from page 11)

samples were delivered to families who were already using the brand. The company found that 48 per cent of the women in some of the better neighborhoods were using Wilkins'; but the salesmen had to leave the samples anyway, because they had given them to other women in the neighborhood.

The company now uses Saturday morning for the purpose of training and instructing its salesmen, and samples are delivered only to families that have recently moved to the city. This sampling service is conducted by an organization that sends a domestic science specialist to call on consumers and deliver several non-competitive samples, and the service is both effective and economical.

No Private Brand Trouble

In all of its merchandising, the company finds that the solution of nearly every problem leads back to its policy. The competition of private brands, for instance, has given little trouble, and Mr. Wilkins contends that this problem is insignificant for the manufacturer whose goods and merchandising policy are right.

"We know something about private brands," he explained, "because we put them up for several of our customers in Washington and many throughout the south, and it is my opinion that their demoralizing effect on a manufacturer's distribution is in proportion to the unsoundness of his merchandising policy. We not only compete with private brands we put out, but with many others, and in spite of them we have built up a very large volume in six years on our advertised brand.

"We do not cultivate the private brand business; but we take it when the volume is profitable. And in a way it is a protection to our advertised brand, because a customer may use his own private brand as a loss leader to attract trade during special sales.

"This is the case with one of our largest and most satisfactory accounts. We sell the company the coffee it serves at its fountains and lunch counters, and it distributes a great deal of Wilkins' coffee. It also sells a large volume of the private brand we put up for its stores.

"A contrast of the distribution of the two brands by this retail organization is significant. Our brand is now

selling at thirty-three cents a pound, while the regular price of the company's brand is twenty-five cents. The quality of the latter is not as good as that of our brand, of course; but it is an excellent value at the price. The company advertises its brand very liberally; but ours far outsells it regularly in all of the company's stores. Only during special sales, when the private brand has been reduced six cents a pound, has it outsold our brand.

"Several experiences of this kind have convinced us that the private brand in food distribution is not as serious as it is supposed to be, and that its competition can be easily overcome by sound merchandising methods. Private brands on a market discourage manufacturers from going into the business. We figure that we are going to meet a certain number of brands, anyway, and we would rather have the competition of private brands.

Only Sound Business Taken

"Although we have built up a very large volume, comparatively, we have never placed volume first on our business program. Our policy demands that we accept only sound business, sold on an equitable basis to retail distributors who in turn conduct their selling on a sound business basis. If an order is surrounded with unsound qualifications we consider it as dangerous and demoralizing to our established business, and the larger it is the more dangerous it is bound to be. We have been offered some very large orders of the kind; but in turning them down we have never hesitated a moment.

"To our way of thinking, the greatest demoralizer in the distribution of factory-branded merchandise is the quantity discount. Today a manufacturer builds his success, not on his capacity to produce, but according to his ability to merchandise his goods profitably. And he cannot merchandise them profitably in the long run if he gives one distributor a price advantage over another.

"Therefore we hold that our merchandising policy is the backbone of our business and the principal factor in our success. We have seen many brands of various kinds of goods come and go in our territory; we have seen others increase rapidly in volume

and then decreases to the fading-out point, and in practically every instance I am convinced that the cause could be traced to a variable merchandising policy on the part of the manufacturer. And I am sure the time has come when a requirement of success with any factory brand of grocery merchandise, regardless of whether it is sold locally or nationally, is a fair, aggressive, sound and invariable merchandising policy."

10,000 Druggists Adopt New Display Cabinet

(Continued from page 13)

sult that about three of every five men to whose attention it is called purchase some suggested item.

As a result, many independent dealers and numerous chains have installed two of the cabinets, one at the wrapping counter filled with practical household items, the other at the cigar counter filled with men's things, in every one of their stores.

The cabinet was first introduced about January 1, when we presented it to our sales organization in a series of sales meetings held in different territories. Salesmen went right out armed with a cabinet as a sample and they have sold like the proverbial hot cakes. Practically every wholesale drug house, every important chain organization, most of the mutuals and a majority of the better independent stores already have them or have ordered them. As remarked above, we expect 30,000 of them to be plusing dealers' sales within the next few months.

New England Buying Power Exceeds Nation's Average

BOSTON—The buying power of New England is 22½ per cent above the nation's average, James J. Phelan, local banker, pointed out this week in making public returns from a survey. The "sales opportunity" in New England, Mr. Phelan said, is 8.16 per cent of the United States, as against 6.66 per cent of the total population.

Richfield Grows in North

SEATTLE—Richfield Oil Company of California has transferred ten heads of departments from Los Angeles to Seattle, which has become headquarters for purchases, handling, distribution and sales in Washington, Oregon, Idaho and Montana. R. R. Hall, former local manager, is now divisional supervisor with offices in the Northern Life Tower.

Dean Babbitt has joined L. C. Smith & Corona Typewriters, Inc., New York, as assistant to Fowler Manning, president.

In Fort Worth and
West Texas advertising
in the Star-Telegram
is the most economical
means you can use to reach
the buyers that have money
to spend.

140,000 daily net paid
circulation.

FORT WORTH STAR-TELEGRAM
MORNING EVENING SUNDAY

AMON G. CARTER

President and Publisher

A. L. SHUMAN

Vice-President and Adm. Director

Charter Member Audit Bureau of Circulations

LARGEST CIRCULATION

IN TEXAS

Lowest Flat Milling
Rate in Texas

PUTS PUNCH IN YOUR SALES PROMOTION

In their most successful campaigns, leading national advertisers are including imprinted toy balloons—PLUS a "Perfect" sales promotion plan. More than ten years experience proves that it pays.

"Perfect" service includes complete execution of a plan built to fit your particular sales program. If your product is re-tailed through dealers, we can help your dealers boost sales.

Write for the facts. They're interesting.

THE PERFECT RUBBER CO.

Mansfield, Ohio

Est. 1919



A Message to
Executives of
Calkins & Holden

The Hotel Ambassador at Park Avenue and 51st Street is less than five minutes walk from your busy offices. You will find this hotel an excellent place to live, dine with friends or prospects, create copy and prepare plans—or re-create in the Restaurant when the day's work is over.

Hotel

Ambassador

PARK AVENUE at 51st STREET
NEW YORK

Posters with a Chuckle Sell Dealers and Consumers

(Continued from page 22)

vacation, we center window display efforts around them. We design two major window displays and into them we put the best we know in salesmanship. We always show the product itself, the product in use and the price of the product.

And we know that these window displays will sell flashlights months before they are sent to the dealers. For instance, a successful window display used this past Christmas season was pre-tested Christmas, 1929, with the result that the dealers making the test increased their sales around 40 per cent.

When salesmen showed our dealers the gift season portfolio, they could point out this result and assure dealers that they too could increase sales by using this tested display.

Dealers have told me of the sales efficacy of another of our Christmas displays, which was also pre-tested. This display showed pictures of mother, father, brother and sister, and beneath each picture was the flashlight suitable for each. Dealers declare that passersby were made into customers who merely pointed to the flashlight they wanted. Our gift suggestion was evidently what they were unconsciously looking for.

Prepare for Peak Seasons

We prepare the way for increased sales several months before the season. Salesmen will begin telling our sales promotion story for the vacation season in April, showing dealers the material we have prepared for them and the advertising we will do to back them up. The gift season portfolio will be given to salesmen in September.

Our dealer help material is being supplemented this year with a series of small black and white showcards. These cards are drawn and lettered as though the dealer did them himself and each is designed to provoke a chuckle. For instance, one of the twenty-four shows a minor vacation accident and bears the caption "A vacation without an Eveready flashlight isn't a vacation—it's a mistake." We are shipping these cards with all battery orders.

Certainly our dealer help program is simple, and we know it is effective. Our formula is: posters which create dealer good-will; counter displays which display, store, price and advertise Eveready flashlights, window displays we know sell flashlights.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

EXECUTIVES WANTED

BRANCH MANAGER WANTED—OLD, WELL established paint manufacturer in the Middle West can use the services of a man between thirty-five and forty-five years of age who is thoroughly grounded in all phases of branch management. Applicants must state salary expected and full details of education and experience. Address Box 291, Sales Management, 420 Lexington Avenue, New York, N. Y.

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

POSITION WANTED

DETROIT BRANCH MANAGER AVAILABLE. Sales executive located in Detroit desires a high-grade product of established manufacturer offering repeat sales possibilities. Ten years' experience as branch manager; 7 years as general sales manager; 6 years as president and general manager distributing company selling labor-saving specialties, however, mergers eliminated our profitable lines necessitating change. Also acquainted Chicago, Cleveland and Philadelphia territories. Age 44; technical graduate; gentle; energetic and enthusiastic worker; excellent references, possesses ability to create advertising and sales aids, also train and

develop salesmen. Has organized and supervised a sales organization with over 150 branches. Sales Executive, 13584 Turner Avenue, Detroit, Michigan.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

LINES WANTED

ILLINOIS CAPABLE SALES REPRESENTATIVE of responsibility. Fifteen years successful commercial sales experience, seeks representation for Illinois of a responsible manufacturer of high grade merchandising products offering repeat sales possibilities. Excellent references. Address Box No. 292, Sales Management, 420 Lexington Avenue, New York, N. Y.

BOOKS

BIG VALUE IN BOOKS BY CHAS. R. WIERS. "Some Letters I Have Met," "The Human Touch In Our Daily Contacts," "How To Kill A Customer." Hundreds of REAL IDEAS. Any one worth the price. \$1 takes all three. Send check or dollar bill. Chas. R. Wiers, 945 McKinley Ave., Niagara Falls, N. Y.

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POSITION WANTED

Pleasantly connected but seeking a larger field—12 years with present company. Sales Manager of a national organization. Can organize—train—revamp—direct and instill a spirit of cooperation. Address Box 293, Sales Management, 420 Lexington Avenue, New York, N. Y.



SOLID KUMFORT

Bentwood
FOLDING CHAIRS
for Every Purpose

WRITE FOR BULLETIN
LOUIS RASTETTER & SONS CO.
1413 WALL ST. FORT WAYNE, IND.

TORONTO
HAMILTON
HALIFAX
MONTREAL
LONDON, Eng.

"GIBBONS KNOWS CANADA"

J. J. GIBBONS Limited, Canadian Advertising Agents

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REGINA
CALGARY
EDMONTON
VICTORIA
VANCOUVER